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# THE PROCEEDINGS OF THE 2016 CONFERENCE



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# Africa's Competitiveness in the Global Economy



Lagos, Nigeria

Editor | Dr. Ifedapo Adeleye

**Proceedings of the 2016 Conference**

Academy of International Business Sub-Saharan Africa Conference

*"Africa's Competitiveness in the Global Economy"*

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## Lagos Business School

A leading institution in Africa dedicated to creating and transmitting business and management knowledge relevant to emerging markets. It has been ranked every year, since 2007, by the Financial Times of London among top global providers of executive education. Located in Africa's second largest city, Lagos, LBS delivers executive and management education, aiming to systematically improve the practice of management on the continent. The School's MBA programme is structured in line with global best practice and maintains a strong emphasis on professionalism and high ethical standards.

Executive education at LBS is comprehensive, drawing on experiences of multinational faculty and participants. Our system of teaching ensures that participants gain management knowledge and skills by employing the case-study method and group-work approach to learning. We believe in learning by doing. Delivered in our purpose-built learning facilities, LBS programmes attract over 3,000 participants from multinational and indigenous companies yearly, who attest to the expert teaching, relevant programmes and the overall benefits derived from attending.

We offer a wide selection of open-enrolment programmes prepared around essential issues in business. Customised in-company programmes are also arranged for organisations that need to develop large groups of staff in a particular discipline. To ensure continuous relevance of its programmes, the School places a premium on maintaining a keen relationship with the corporate clientele it serves. Constant interaction with participating organisations, a committed corporate support group of 70 companies, plus counsel and support rendered by the School's distinguished Advisory Board play major roles in securing this linkage.

In addition, the fundamental inspiration at LBS is provided by the Christian vision of man, society and economic activity. The Prelature of Opus Dei, an institution of the Catholic Church, takes responsibility for guaranteeing that this vision underlies all teaching, publishing and research activities of the School.

LBS is the graduate business school of Pan-Atlantic University (formerly Pan-African University) and is a member of the Association of African Business Schools (AABS), the Global Business School Network (GBSN), the Principles for Responsible Management Education (PRME) and AACSB International.

## Thanks to Our 2016 Conference Partners

### Host Institution



### Gold Sponsor



### Silver Sponsor



### Bronze Sponsor

**Centre for Infrastructure, Policy, Regulation and Advancement (CIPRA)**

 **Emerald Emerging Markets Case Studies**

A library of teaching cases spotlighting the world's emerging economies





The CEIBS Africa project was launched in 2008 with a mission to prepare highly competent innovation oriented managers and executives who are capable of leading and growing their organisations in the increasingly dynamic African economic environment. These are leaders who are capable of negotiating the forces of globalisation and international competition for the benefit of their organisations.

Convinced of our ability to replicate, in Africa, the contributions CEIBS has made to the Chinese economy through providing access to world class management education to the country, CEIBS has a renewed focus on corporate social responsibility in Africa. From our facilities in Accra, and other locations across the continent, we will periodically provide week-long fully funded business management classes for African government officials and business executives.

Emphasis will also be placed on Company Specific Programmes (CSPs) and a number of open enrolment programmes to help company scale up operations and apply best practices in their businesses.

The Global executive MBA will have modules in the facility in Africa, thereby bringing together executives from Europe, Asia and Africa to facilitate exchange of knowledge and experience between the continents.

For more than 25 years, IESE has been an actor with a decisive impact on the development of management education in Africa. The IESE Africa Initiative is the center that oversees IESE Business School's activities on the continent with a clear mission: "Helping develop sustainable business leadership in Africa in order to have a positive and lasting impact on African society."

The first big step in the relationship with Africa goes back to 1992, when Lagos Business School was founded in Nigeria with support from IESE. The institution's role was to advise business managers and entrepreneurs in Lagos. IESE provided the initial support and transfer of capabilities needed to start and, above all, encouraged the Nigerian entrepreneurs in charge of the new school to invest in well-trained professors and follow their own path. In a similar manner, in 2005, IESE also contributed to the launch of Strathmore Business School in Kenya, part of the prestigious Strathmore University in Nairobi. In 2009, it participated in the founding of MDE Business School in Côte d'Ivoire. AESE, IESE's associate school in Portugal, helped drive the foundation of the Angola School of Management in 2008.

## **BRINGING PRUDENTIAL BUSINESS MANAGEMENT TO AND FROM AFRICA**

The relationship among IESE and the schools is reinforced year after year by a continuous collaboration in the form of jointly organized programs and modules like the Pan African Advanced Management Program and Executive MBA modules, in which participants from the different associated schools come to IESE's Barcelona and Madrid campuses for a week to broaden their horizons on issues like intercultural team management, corporate governance, globalization and strategy.

The schools not only help develop African managers but also bring the reality of Africa to managers and students from different countries across the world. An example is the MBA Overseas Module in Nairobi in which more than 50 students every year spend two weeks at Strathmore Business School, since January 2011.

In addition, IESE wants to build bridges among the various business communities. For that reason, the Barcelona campus periodically hosts the Africa Think Tank & Networking Event, a meeting point for African and European business leaders. These leaders also had the opportunity to meet at the Europe-Africa Business Summit that took place in Warsaw in 2015.



Finally, IESE also promotes change in Africa through the development of faculty members from African business schools. The International Faculty Program, a three-week program that the school has offered for 25 years, develops professors from emerging countries to make outstanding contributions to their institutions through the development of critical teaching and leadership skills.

## **DEVELOPING AN AFRICA BUSINESS RESEARCH AGENDA**

IESE – in collaboration with the Associated Schools of Lagos, Strathmore and MDE on the continent – actively engages in joint publication of research and cases. Recent examples of these efforts are the research projects: “Doing Business in Africa for non-African companies: key strategies and challenges.” developed by Prof. Alejandro Lago, Director of the IESE Africa Initiative and research assistant Giovanni M. Mazzacani, which seeks to understand the strategies of multinationals to operate in the African context; Prof. Africa Ariño’s research on the “Internationalization Process of African Enterprises”, which looks at the motives and different practices of African firms to expand to other African countries; or Prof. Franca Ovadje’s in-depth research on the role and characteristics of the Africa-born leadership (more details can be found at IESE INSIGHT, March 2015). Finally, the Fuel Freedom Foundation Chair on Energy and Social Development, founded in late 2015, aims to inform on policy, strategy and investments, in order for private capital to get involved in the entrepreneurial opportunities that may arise from market inefficiencies especially in Africa.

Also part of this effort, the four associated schools – IESE, LBS, SBS and MDE – are on the process on developing an African Series of selected top business cases which will comprise all the different areas of management – strategy, marketing, operations, human resources, finance, entrepreneurship, ethics – and highlight specific challenges to be found in the African context. The cases will include examples of African-born regional giants (like Safaricom and Kenya Airways in Kenya or UBA in Nigeria), local African entrepreneurs (Vegpro Group in Kenya or TISA in Cote d’Ivoire) or multinational companies (Gallina Blanca, Coca-Cola, SAB Miller).

Of course, the African Initiative would like to offer its collaboration to any other academic institution willing to develop future research with impact on the continent. Our network of schools provides a unique “presence on the ground” from where all - academic institutions, managers and companies, and the society as a whole - could largely benefit.



# **The Africa Initiative**

## **Programme Acknowledgements**

### **Programme Chair**

**Dr Ifedapo Adeleye** | Lagos Business School, Nigeria

### **Keynote Speakers**

**Prof. Elizabeth Rose** | University of Otago, New Zealand  
Internationalization and Competitiveness: Lessons from Japan and Asia-Pacific

**Prof. Yaw Debrah** | Swansea University, UK  
Human Capital, Innovation and Competitiveness in Africa

**Annette Nijs** | CEIBS Executive Director  
Special Symposium on Africa's Competitiveness and China's Investments in Africa

### **Paper Development Workshop Leaders**

**Prof Elizabeth Rose** | University of Otago, New Zealand  
**Prof Lilac Nachum** | Baruch College, City University of New York, USA  
**Prof. Yaw Debrah** | Swansea University, UK  
**Prof Gül Berna Özcan** | Royal Holloway University of London, UK  
**Dr Nathaniel Boso** | University of Leeds, UK  
**Dr Bongo Adi** | Lagos Business School, Nigeria  
**Dr Ellis Osabutey** | Middlesex University, UK  
**Dr Ulf Richter** | Tongji University, China

### **Teaching International Business Mini-Workshop Leaders**

**Dr David Wernick** | Florida International University of Leeds, USA  
**Dr Chris Ogbechie** | Lagos Business School, Nigeria  
**Dr Ifedapo Adeleye** | Lagos Business School, Nigeria

### **The 2020 Strategic Initiative Committee**

**Dr Obi Berko Damoah** | University of Ghana, Ghana  
**Dr Ado Abdoukadre** | University of Ottawa, Canada  
**Ms Lebogang Chaka** | Deloitte, South Africa  
**Dr Adun Okupe** | University of Edinburgh, UK  
**Mr Marcellinus (Max) Dike** | Aalto University, Finland  
**Dr Shinga Masango** | Sheffield Hallam University, UK

## **The 2016 Conference Organizing Committee**



**Matilda Ubajaka | Head, Operations, Lagos Business School**



**Michael Ihekwoaba | Lecturer, Pan-Atlantic University**



**Jennifer Okonkwo | Research Assistant, Lagos Business School**



**Theresa Onaji-Benson | Treasurer, AIB-SSA**



**Ifedapo Adeleye | Conference Chair, AIB-SSA**

## The AIB-SSA Executive Committee (2014 – 2017)



**Chair** | Prof. Abel Kinoti | Riara University School of Business, Kenya



**Vice Chair** | Prof. John Luiz | University of Cape Town, South Africa



**Secretary** | Dr. Shingairai Masango | Sheffield Hallam University, UK



**Programme Chair** | Dr. Ifedapo Adeleye | Lagos Business School, Nigeria



**Treasurer** | Ms. Theresa Onaji-Benson | Federal University Lafia, Nigeria



**Membership Secretary** | Dr. Ulf H. Richter | Tongji University, China



## Best Paper Awards



### **The China Europe International Business School Best Doctoral Paper Award**

The Effect of Task-Specific Human Capital and Firms' Complementary Resources on  
Individual Performance

**Ebes Esho**, *Lagos Business School, Nigeria*

### **The LBS FirstBank Sustainability Centre Best Sustainability Paper Award**

Corporate Social Responsibility and Business Value of Multinational Companies Operating  
in Sub-Saharan Africa Environment: Any Lessons To Learn?

**Alex Anlesinya** and **James B. Abugre**, *University of Ghana, Ghana*

### **The Emerald Emerging Markets Case Studies Best Teaching Case Award**

United Bank for Africa: Consolidating its Africa-to-Africa Internationalization

**Africa Ariño**, *IESE Business School, Spain*

**Chris Ogbechie** and **Nkemdilim Iheanachor**, *Lagos Business School, Nigeria*

### **The Palgrave Macmillan AIB SSA Series Best Thematic Paper Award**

Information and Communication Technology and Firm Competitiveness: Evidence from  
South African Small and Medium Sized Enterprises

**Sinfree Gono**, **Gül Berna Özcan** and **G. Harindranath**

*Royal Holloway University of London, UK*

## Special Awards



### The Distinguished Scholar Award



**Prof. Yaw Debrah**

*Swansea University, UK*

### The Distinguished Educator Award



**Dr. Chris Ogbechie**

*Pan-Atlantic University, Nigeria*

### The Distinguished Service Award



**Prof. Elizabeth Rose**

*University of Otago, New Zealand*



## AIB-SSA Chapter Chair's Welcome Address | Prof Abel Kinoti



Dear AIB –SSA Colleagues,

Distinguished guests, key note speakers, ladies and gentlemen, welcome to the 3<sup>rd</sup> Academy of International Business Sub Saharan Africa (AIB-SSA) Chapter 2016 Annual Conference themed 'Africa's Competitiveness in the Global Economy'. The Africa rising narrative has been discussed positively/negatively around the world but I can confidently assert that it is there to stay. Ask us right here on the ground if Africa is on the rise and we will attest to the fact that Africa is on the rise. Colleagues in 2014 we met in Eastern Africa, what did we see? Last year we were in Southern Africa, were things looking up? This week we are in West Africa, what are you seeing? Is it on the rise, yes, that indeed it is, then let us go tell the rest of the world that certainly the upward path is inexorable. What is missing and perhaps the reason why we are here, is to identify African countries/regions/as block key commonalities and quintessentially our competitiveness.

The 2015 Africa Competitiveness Report notes that with growth rates registering over 5 percent on average this has provided in quote 'something of a silver lining' but, still African productivity levels are low with static overall competitiveness. However, from the beginning of 2000s there is slight improvement in productivity across Africa indicating that economic growth is driven partly by the improvement in productivity especially in sustainable utilities, transport sector, telecommunications and value added agro processing activities. As per the report by 2010 the service sector in Africa accounted for 60% of GDP of 11 economies sampled mainly from hospitality, retailing, transport, communication and business services, although in overall majority of African countries covered in the report fall under least competitive nations.

This conference aims to shed more light on this subject of African competitiveness compared to the global market by delving into key strategic competitive areas of international entrepreneurship, marketing, financing, economic diplomacy and the critical aspect of sustainability. Since its establishment in 2014, the AIB-SSA has successfully held three conferences, including this on "**Africa's Competitiveness in the Global Economy**" right here at the prestigious Lagos Business School. We sincerely our host, particularly the Dean, Dr. Enase Okonedo, Sir Chris Ogbachie, Dr Ifedapo Adeleye and the entire executive committee. This is truly the fountain of Africa. Ten years ago I was here attending TPM 2 courtesy of AABS, but I missed the opening day (Group photo), since barred at midnight at the JKIA on account of backdated visa reading 2005 instead of 2006. Since then, I normally liken LBS as the HBS of Africa. I have never seen a business school with these affiliations AABS, GBSN, AACSB International, GNAM and PRIME anywhere in Africa. Take the lead other business schools are following you keenly.

This has been a really blessed year for the Chapter, in July His Excellency John Feakes, Australian High Commissioner to Kenya officially handed over 6000 donated books to Riara School of

Business, that were generously offered by staff and students of University of Queensland Business School, Brisbane, Australia. This is part of a wider AIB 39 Country initiative aimed at donating books to business schools in developing countries. In late August we hosted a very successful UNCTAD 14 parallel session on 'sustainable and responsible investment in international business' that was graced by Professor G. Tomas Hut, Executive Director AIB and Professor Maria - Alejandra Gonzalez Perez, Vice President Administration, AIB. We will also be receiving later this month our third book series on '**Africa to Africa Direct Investment**'. For the first time we shall have three awards **Distinguished Service, Scholar and Educator** for the past three years in addition to the traditional **Best Conference Paper, Best Case, Best Doctoral Paper and Best Paper on Sustainability Awards**.

I am extremely delighted we will shortly be launching our strategic priorities over the next four years (2016-2020) dubbed AIB – SSA 2020 Strategic Initiative. The strategic document was developed by a committee of experts led by our able Secretary Dr. Shingairai Masango of Sheffield Hallam University, UK. The strategic initiative touted as among the best across AIB Chapters is guided by three strategic pillars: **training, mentoring and accessing early career Researchers and Doctoral candidates; allowing African voices to be heard within the international business research agenda and influencing policy decision making in Sub Saharan Africa on international business related areas**. Let us all join hands to sincerely thank the team for a job well done.

In our vision we aspire to be the platform for knowledge development, exchange, and transfer between researchers, practitioners, businesses, and local communities in sub Saharan Africa. The chapter will influence policy development in: Intra African Trade; Industrialization; knowledge transfer and creation; and other international business disciplines. We will grow the academic scholarly base within sub Saharan Africa by promoting the development of early career researchers and Doctoral candidates. Ultimately we aim to provide a platform which allows for African voices to be heard and privileged whilst also acknowledging non-African voices that have an interest in Africa".

The first Inaugural Conference, held in Nairobi, Kenya 2014 themed **Africa Rising: The Internationalization of African Firms and the Prospects for Western and Eastern Multinationals**. As part of our deeply entrenched tradition, as you have seen in the programme we held a Paper Development Workshop and a session on the Practice of Teaching International Business. The 2015 Conference took place at the Gordon Institute of Business Science, University of Pretoria in Johannesburg, South Africa under the theme: **Africa Direct Investment, Trends, Prospects, Challenges and Policy Issues** and at the same time AIB-SSA first book series '**The Changing Dimension of International Business in Africa**' by Palgrave Macmillan was launched. Kindly ensure enough copies of the books are in our libraries and let us use also use them widely while in the diaspora. Our second book series issue on '

Our current membership stands at approximately 63 registered members and 86 interested expats drawn mainly from: Nigeria, Kenya, South Africa, Ghana, Tanzania, Ethiopia, Côte d'Ivoire, Sudan and Angola. We have always aim to increase the membership to over 100 at the subsidized rate. We have hope to cover the entire region so you are at liberty to beckon colleagues to join us. In this regard, I am extremely delighted to let us know that after resolving last year to have a strategic document guiding the us, a Committee of experts led by our able Secretary Dr. Shingairai Masango (in absentia today, receive her apologies) of Sheffield Hallam University, United Kingdom has finally successfully completed our strategic priorities over the next four years (2016-2020) dubbed AIB – SSA 2020 Strategic Initiative, that will be unveiled in a shortly. The strategic initiative touted as among the

best across AIB Chapters is guided by three strategic pillars: **training, mentoring and accessing early career Researchers and Doctorial candidates; allowing African voices to be heard within the international business research agenda and influencing policy decision making in Sub Saharan Africa on international business related areas.** Let us all join hands to sincerely thank the team for a job well done.

Guided by our vision “We aspire to be the platform for knowledge development, exchange, and transfer between researchers, practitioners, businesses, and local communities in sub Saharan Africa. The chapter will influence policy development in: Intra African Trade; Industrialisation; knowledge transfer and creation; and other international business disciplines. We will grow the academic scholarly base within sub Saharan Africa by promoting the development of early career researchers and Doctoral candidates. Ultimately we aim to provide a platform which allows for African voices to be heard and privileged whilst also acknowledging non-African voices that have an interest in Africa”.

Our strength lies in our ability to leverage the skills and competencies of a growing African and non-African international academic and a regional practitioner stakeholder community. There a couple of AIB initiatives targeting developing countries, that comes handy in actually our dream, key among them is the 39 country initiatives aimed at donating books to business schools. This year His Excellency John Feakes, Australian High Commissioner to Kenya officially handed over 6000 donated books to Riara School of Business, that were generously given by staff and students of University of Queensland Business School, Brisbane, Australia.

Once more we sincerely thank the host and organizers of this wonderful conference, the Programme Chair, Dr Adeleye Ifedapo, supported by track chairs, workshop leaders, panel discussants, our delegates from across the continent and around the world and reviewers for putting together a fantastic programme for us. We shall forever be indebted to Professor Rose Elizabeth and Sir Chris Ogechie for holding our hands since from inception to eternal. To our sponsors: CEIBS, led by Ms. Annette Nijs and her team, First Bank Sustainability Centre, CIPRA and Emerald Emerging Markets Case Studies, thank you very much for making this event successful.

Let us take this special occasion to invite you All to AIB 2017 Annual Conference that will take place in Dubai. Since Dubai is closer to Africa, we have resolved to join AIB 2017 Conference, instead of remaining throughout in Africa. The forum will definitely give us a golden opportunity to interact scholars from the rest of the World. On behalf of the executive committee I extend a warm welcome to you all, and request that we tackle African issues competitively.

With best wishes,

*A.Kinoti*

**Professor Abel Kinoti**

Dean, Riara School of Business and Chair, AIB SSA



## **The 2020 Strategic Initiative**

This document outlines the strategic priorities of the Academy of International Business, Sub-Saharan Africa (AIB-SSA) over the next 5 years: 2015-2020. The document presents, the background of the Association, executive committee, membership, vision, mission, strategic objectives and an actionable matrix.

### **Introduction**

The Academy of International Business (AIB) is the leading association of scholars, consultants, and specialists in the field of International Business. Established in 1959, the AIB Association has an active membership base of 3,187 participants spread across 188 countries. As part of its core objectives, the AIB creates and disseminate academic research in international businesses and policy related issues. In addition, AIB promotes international business education and teaching in International Business. The AIB's audience includes: academia, practitioners, governments and other professionals.

The Sub Saharan African Chapter of the Academy of International Business (AIB-SSA) was established in 2014. The chapter was set up to address the limitations of the existence of weak PhD Programmes, weak curricula in social science and humanities, shortage in qualified teaching staff, weak PhD supervisors, lack of mentorship for young African academics as well as weak relationship between African Academics in the diaspora and African based Academics. Thus, AIB – SSA was set up to leverage on the large deposit of academic knowledge that Africa diaspora consists of as well as the existing interest among a cross-section of African based academics to advance the course of African academics, PhD students, early career faculty through international business education, teaching, research, consulting and government policy.

### **The Scope of AIB-SSA**

The Chapter covers the Sub-Saharan Africa region, which includes: Angola, Benin, Botswana, Burkina Faso, Burundi, Cameroon, Cape Verde, Central African Republic, Chad, Comoros , Côte d'Ivoire, Democratic Republic of the Congo, Djibouti, Equatorial Guinea, Eritrea, Ethiopia, Gabon, Gambia, Ghana, Guinea, Guinea-Bissau, Kenya, Lesotho, Liberia, Madagascar, Malawi, Mali, Mauritania, Mauritius, Mozambique, Namibia, Niger, Nigeria, Republic of the Congo, Rwanda, São Tomé and Príncipe, Senegal, Seychelles, Sierra Leone, Somalia, South Africa, South Sudan, Sudan, Swaziland, Tanzania, Togo, Uganda, Zambia and Zimbabwe.

## Past Activities

Since its establishment in 2014, the AIB-SSA has successfully held two conferences. The first Inaugural Conference, held in Nairobi, Kenya from August 13-15, 2014 was based on the theme: **Africa Rising: The Internationalization of African Firms and the Prospects for Western and Eastern Multinationals**. Key speakers included: Prof Elizabeth Rose, AIB Vice-President and Professor, University of Otago New Zealand; Prof. Ken Kamoche, Director, Africa Research Group, University of Nottingham, UK; Prof Kevin Ibeh, Assistant Dean/Head of Department of Management at Birbeck, University of London and Mr. Kiprono Kittony, Chairman, Kenya National Chamber of Commerce and Industry. Besides, a Paper Development Workshop and a session on the Practice of Teaching International Business were conducted.

The second conference was held at the Gordon Institute of Business Science, University of Pretoria in Johannesburg, South Africa from August 26-28, 2015 based on the theme: **Africa Direct Investment, Trends, Prospects, Challenges and Policy Issues**. The second conference drew participants from a range of countries (e.g. the US, UK, Nigeria, South Africa, China, Ghana). Key speakers included: Professor Elizabeth Rose, AIB Vice-President and Professor, University of Otago New Zealand; Dr. Adrian Saville, Chief Strategist, Citadel & CIO, Cannon Asset Managers; Dr Chris, Ogbechie, Charman, CEO Diamond Bank and senior Fellow in Strategy and Corporate Governance, Lagos Business School; Mr. David Rice, Director Tony Elumelu foundation; and Dr. Jurie Van Niekerk, country Director Pyxera Global, South Africa. A subsidized Paper Development Workshop took place and at the same time AIB-SSSA first book series 'The Changing Dimension of International Business in Africa' by Palgrave Macmillan was launched.

## Current Membership

The AIB SSA as of 22<sup>nd</sup> February, 2016 had 63 registered members and 86 interested expats. Members are drawn mainly from: Nigeria (17), Kenya (11), South Africa (20), Ghana (09), Tanzania (2), Ethiopia (1), Côte d'Ivoire (1), Sudan (1), and Angola (1).

## Vision

By 2020 the Sub Saharan chapter of the Academy of International Business will be recognized as the leading international business academic association in Sub Saharan Africa with research expertise in three main areas:

- Intra African trade
- African industrialisation
- Knowledge transfer and creation within Sub Saharan Africa

We aspire to be the platform for knowledge development, exchange, and transfer between researchers, practitioners, businesses, and local communities in sub-Saharan Africa. The chapter will influence policy development in: intra-African trade; industrialization; knowledge transfer and creation; and other international business disciplines. We will grow the academic scholarly base within sub Saharan Africa by promoting the development of early career researchers and Doctoral candidates. Ultimately we aim to provide a platform which allows for African voices to be heard and privileged

whilst also acknowledging non-African voices that have an interest in Africa.

### **Mission Statement**

We are a young international business association with a growing Sub Saharan African and expatriate academic and stakeholder/practitioner membership base. Our strength lies in our ability to leverage the skills and competencies of a growing African and non-African international academic and a regional practitioner stakeholder community.

### **Core Values**

AIB-SSA is founded on the values of academic integrity and nurturing IB scholars in the region and beyond.

### **Academic Integrity**

The AIB SSA promotes positive, critical and ethical International Business narratives drawn from the Sub Saharan African continent which:

- Privileges the African voice.
- Draws on evidence based research.
- Promotes the development of Sub Saharan Africa's knowledge base.
- Provides a platform for the intellectual contribution in global debates on African perspectives.

### **Commitment to building Sub-Saharan Africa's International Business Capacity**

The AIB SSA is committed to developing Sub Saharan Africa's International Business academic base by mentoring and training early career researchers.

### **Strategic Objectives**

The chapter's strategic objectives will focus on the following areas:

- Training, mentoring and accessing Early Career Researchers and Doctorial Candidates.
- Providing one to one mentoring which matches early career researchers and doctoral candidates with experienced academics in International Business.
- Promoting visiting scholars from both sub Saharan African and international universities who will engage in either research or international business teaching collaborations or both.
- Running annual research events focused on international business research related areas and teaching excellence in international business in non-major Hub African countries.
- Subsidizing annual event and conference costs for sub Saharan African based doctoral candidates and early career researchers.
- Encouraging active AIB SSA members to identify early career business/international business researchers in sub Saharan (particularly the French speaking West African countries) academic institutions.
- Allowing African voices to be heard within the International Business Research Agenda.



- Supporting IB knowledge transfer among African academia, businesses, communities, and organizations
- Promoting visiting scholars from both sub Saharan African and international universities who will engage in either research or international business teaching collaborations or both.
- Encouraging AIB SSA members to propose and respond to calls for special issue topics on emerging and developing markets in ranked journals.

**Influencing Policy Decision making in sub Saharan Africa on International Business related areas.**

- Developing position papers and policy statements which facilitate dialogue between researchers and policy makers (i.e. local chambers of commerce; African Union; SADC and other government bodies).
- Arranging breakfast meeting events at selected sub Saharan African institutions which promote dialogue between academics and policy makers (as a start the local chambers of commerce could be approached).
- Promoting International Business Teaching practice which encourages practitioner participation and the application of industry related tools in the lecture and small group environment.

# ABSTRACTS

## ABSTRACTS FOR WEDNESDAY, AUGUST 17, 2016

### 11:00 – 12:45 Parallel Sessions

#### Location Competitiveness: Industry, City, National, Sub-Regional and Regional

*Session Chair: Sam Kamuriwo, City University London, UK*

*Venue: GTBank Classroom*

#### <sup>1</sup>Regional Trade Blocs and Location Advantage: The Global Economy and Economic Development in Sub-Saharan Africa

*Ogbor John Oghenechuko, Delta State University, Nigeria;*

*Okpako Oniovosa Sunday, Olabisi Onabanjo University, Nigeria*

*Email: johnogbor@aol.com*

This paper examines the competitiveness of the sub-Saharan region in the context of the forces shaping the process and structure of the global economy. Through a critical review of the exact literature, the paper examined the various developments in the global economy and their impact in economic development; the emergence and/or reinforcement and intensification of regional trade blocs in the global economy and its consequences on the economic growth in sub-Saharan Africa; the factors promoting and/or inhibiting viable competitive advantage in sub-Saharan Africa; the diminishing role of the nation-state and its consequences for economic and entrepreneurial development. Finally, recommendations are offered in terms of how African governments and policy-makers can overcome the challenges posed by the exigencies of the global economy in the context of entrepreneurial and economic development.

#### <sup>2</sup>Macroeconomic Conditions and Competitiveness in the West African Monetary Zone (WAMZ)

*Emeka Osuji, Pan-Atlantic University, Nigeria*

*Email: eosuji@pau.edu.ng*

This study is concerned with two issues of critical importance to countries of the WAMZ - Gambia, Ghana, Guinea, Nigeria, Sierra Leone and Liberia: the impact of macroeconomic conditions in the zone on its proposed integration and their intra- and international competitiveness. The WAMZ was established in 2000, under the Bamako Treaty to create the enabling environment for the ECOWAS subregion to achieve a monetary union. It remains a monetary zone under construction and the ultimate objective of creating a common central bank and currency delayed. This paper examines the role of macroeconomic conditions in the launch of the monetary union, which holds promise of enhanced competitiveness among members. It finds that poor political leadership; weak private sector and poor macroeconomic conditions interact to hamper the prospects of a quick closure to the integration. This has further damaged the already weak competitive capacity of members, complicating their difficulty in meeting the macroeconomic convergence criteria precedent to the introduction of their proposed common currency, the Eko.

### **<sup>3</sup>Cities as Sources of Competitive Advantage: A Resource-Based View**

*George Acheampong, University of Ghana Business School*

*Kwame Nyamekye, Methodist University College, Ghana*

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This paper seeks to explore the competitiveness of cities within the African context using Ghana as a case. Utilizing the resource based view of the firm as a theoretical stand; we argue that the city is a bundle of resources that can confer some advantages on firms located in the city. We utilize data from the World Bank Enterprise Surveys in Ghana in 2013 to validate our arguments. This paper is very significant because it brings to the fore the issue of resource advantages within specific locations especially cities. In doing so, the link between location theory (agglomeration and industrial complexes) and resource-based theory (including capabilities) is established. We provide evidence from Africa in the global south to complement current north driven literature.

### **<sup>4</sup>Building a Globally Competitive African City: The Lagos Competitiveness Project**

*Bongo Adi, Lagos Business School, Nigeria*

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The Lagos Megacity Competitiveness Project is a partnership between Lagos Business School (LBS) and Lagos State Government (LASG) to drive a series of programmes seeking to make the city of Lagos an attractive hotspot and Africa's premier destination for businesses, capital, talents and entrepreneurs leveraging its natural advantages in population and location to produce a megacity with the ambition to compete with its peers both within and beyond Africa. In addition to several other factors, the government of Lagos had previously identified two issues pertinent to the realization of the megacity vision: The urgent need to cover the estimated US\$50 billion investment shortfall arising from years of accumulated neglect in infrastructure and social investment. Though related to the first, the need to partner with the private sector to build infrastructure and also develop the state's competitiveness across carefully selected sectors where the city has a comparative advantage. This report includes comparative studies and proposes policy recommendations to drive the megacity competitiveness agenda of LASG.

### **<sup>5</sup>Competitiveness of Doing Business in Kenya as Compared to other Sub-Saharan African Countries: A Survey of Multinational Automobiles Assembly, Export Processing Zone, Oil Companies, Fast Foods and Banks Operating in Kenya**

*Mary Kinoti, University of Nairobi*

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Many African countries continue to feature among the least competitive economies in the world in terms of factors, institutions and policies that determine productivity of country productivity and yet productivity sets the sustainable level and path of prosperity a country. This is in contrast to competitive economies which produce higher levels of income for their

citizens (Bigsten and Kimuyu, 2002). According to a report by World Economic Forum (2015) Kenya continued its upward trend in competitiveness from 2014 and moves up by six places to reach 90th place, registering improvements in 11 out of 12 pillars, among them market efficiency, financial markets, an efficient labor market, efficient goods market, Reduction of the number of days of registering business, advances in government institutions largely driven by more efficient government and reduced corruption, quality education, and on-the-job training.

The effects of the local business environments are of great importance for a company when choosing the location for establishment. The relatively well-developed business environment in Kenya represents an important reason for the large number of foreign companies established there. According to the Global Competitiveness Report 2012-2013, Kenya's innovative capacity is rated at the impressive level of 50 on a global level, with high R&D costs among companies and good scientific research institutions cooperating well with the private sector. In addition, this innovative potential is supported by an educational system that is rated relatively good in terms of quality as well as training in relation to employment. The economy is also supported by the financial market, which is well-developed compared to international standards and a relatively effective labor market. From the foregoing it is evident that it is no longer only natural resources that make an African country an attractive location for multinational companies, but also the standard of the local business environment, attractive local markets, strong clusters and business communities and the interaction between these factors, that jointly create the conditions for multinational companies' expansion in the region.

The Eastern and sub-Saharan African countries differ in terms of their geographic location. Kenya for instance is located in a very favorable position geographically with a long coastline representing an important point of access to international markets, particularly for neighboring countries that are landlocked (World Bank, 2013). In contrast Rwanda has no direct point of access to ports or harbors, nonetheless, the country can be considered a stable oasis with a central location on the African continent finding itself located close to about 290 million people from neighboring countries (Porter, 2010). A similar trend among the EAC countries and Sub-Saharan Africa is the low scores on the logistic performance indicators. This is mainly due to challenges faced by these countries in terms of inefficient customs procedures, poor infrastructure and logistics competence that altogether reduce the economic development of the countries (East African Community, 2012). In view of the above, this study seeks to establish the competitiveness of doing business according to a survey of multinational operating business in automobile, export processing zones, oil and gas, banking and fast food in Kenya, as well other sub Saharan African countries where they operate.

### **‘Thriving in African Cities: Beyond Competitiveness**

*Yetunde Anibaba and Theresa Akomode, Pan-Atlantic University, Nigeria*

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Extant literature often explains the ability of firms to thrive in different geographical environments in terms of the availability of the right structures and institutions to support

economic activity otherwise defined as competitiveness. Africa has particularly been the subject of various postulations regarding why it is or it is not a viable location for business. While some have been very optimistic about the continent's potential for fruitful economic activity (Moghalu, 2013), others remain pessimistic pointing to the uncertainties driven by political risk (The Economist, 2000), weak institutional structures, corruption and poverty, that have characterized these economies following political independence from colonial powers (Nyuur, et al. 2016). More recently however, there seems to have been a resurgence of optimism around its conception as the last investment frontier, largely as a result of research that suggest certain favourable indices including the growth rate of these economies in comparison with the rest of the world, increasing urbanization, a growing middle class, rising labour rates in South-east Asia and the spread of emerging market multinationals, both to other emerging markets as well as developed markets. In this paper, we seek to understand the drivers of firm performance for international businesses in the context of an emerging economy like Nigeria, in the light of consistently low ranking on the global competitiveness scale. Following Peng et al. (2009), we define an International Business not in terms of the limited scope of the traditional multinational enterprise, but rather as any business that operates across international boundaries including exporters and born globals. Using Uber in Nigeria as an illustrative case study, we use the business model concept to motivate our study, recognizing that business models tend to integrate factors external to the firm with the capabilities of the focal firm in an activity system of sorts, to explain firm performance. In essence, we argue that for international businesses to thrive in spite of the competitiveness or lack thereof of African cities, they may need to look beyond global competitiveness indices as we know it and embrace the imperative of experimentation through business model innovation. By this study we hope to contribute to IB research by drawing attention to the role of the international firm in facilitating its own success despite the prevailing environment of business, in contrast to existing IB literature that appears focused on factors outside the control of the firm as the key determinants of firm success.

### **Enhancing Hospitality and Tourism Industry Competitiveness in Africa**

*Adun Okupe and Ogechi Adeola, Lagos Business School, Nigeria*

*Trevor Ward, W Hospitality Group*

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Africa's tourism potential remains unrealised. Increasingly, governments and private sector investors in Africa are seeking to harness the potential that tourism can achieve on the continent. According to the 2015 World Economic Forum Travel and Tourism Competitiveness Index, the key factors for tourism competitiveness are an enabling environment, favourable policies, provision of infrastructure and the natural and cultural resources. The tourism industry in Africa is underperforming on all these factors. This paper explores the lack of these factors as the challenges of the growth of tourism industry in Africa. While there are several challenges, these are inter-related and will benefit from a prioritisation of the challenges to tourism competitiveness on the continent. Our analysis revealed, and this forms the basis of our argument that several categories can be dealt with



simultaneously, while some others such as infrastructure and the prioritization of travel and tourism in the national agendas of African countries will require greater focus in order to enhance hospitality and tourism competitiveness in Africa. We conclude with strategies proposed to enhance the competitiveness of the industry on the continent.

#### **11:00 – 12:45 Parallel Sessions**

##### **Institutional and Political Environment of International Business**

*Session Chair: Lilac Nachum, Baruch College, CUNY, USA*

*Venue: Coca-Cola Classroom*

##### **<sup>8</sup>Torts and Tickers: An Analysis of the Impact of Human Rights Lawsuits on Corporate Stock Performance**

*David Wernick, Florida International University, USA*

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Activist groups have filed dozens of civil lawsuits in U.S. federal courts against multinational enterprises (MNEs) in recent years over alleged human rights abuses in Africa and other developing regions. U.S. business leaders complain that these lawsuits add to their cost of doing business and hamper their global competitiveness. But does the empirical evidence bear this out? To answer this question, we conducted an event study of lawsuits filed against MNEs under the Alien Tort Statute. Our analysis shows that target firms experienced a significant decline in share price upon filing and that both industry and nature of the lawsuit had a significant and negative relationship to shareholder wealth. We offer conclusions and implications for practice.

##### **<sup>9</sup>Mega Regional Dispute Resolution Mechanism as a Prototype for Investor State Dispute Settlement System Regarding Foreign Direct Investment (FDI) in Nigeria**

*Olumide Obayemi, Lagos State University, Nigeria*

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This paper argues that one way by which the Nigerian government can curtail budget deficits and increase its revenue is for the Nigerian government to actively promote a competitive, conducive and enabling environment that will instill confidence for the foreign investors to come into Nigeria. In particular, the author believes that the creation of a veritable dispute settlement mechanism will serve, in a long way, in attracting necessary Foreign Direct Investment (FDI). We also propose that Nigeria needs to devote sufficient energy towards creating an enabling business environment and that Nigerians must be conscious of the fact that investment funds are scarce since there are many destinations competing for available financial resources, and further argue that Nigeria must offer an investment proposition that is attractive to the investor in order to lure FDI to Nigeria away from competing countries. The global trend in favour of mega-regional and two-tier dispute settlement mechanism, Nigerian lawmakers must follow suit to make Nigerian more competitive and more attractive for foreign investors to come to Nigeria.

This paper proposes that Nigeria needs to devote sufficient energy towards creating an enabling business environment and that Nigerians must be conscious of the fact that investment funds are scarce since there are many destinations competing for available financial resources. Therefore, Nigeria must offer an investment proposition that is attractive to the investor in order to lure Foreign Direct Investment (FDI) to Nigeria away from competing countries. The starting point is by asking ourselves the question why should an investor come to invest in the country instead of going elsewhere? This question, should...be of topmost priority. We should then put in place sweeteners that will attract investors to come to Nigeria instead of going to other competing countries.

A veritable investment proposition is the provision of a pro-active dispute resolution mechanism within the context of Investor State Dispute Settlement (ISDS) in international investment treaties and trade agreements involving Nigeria and Nigerians. Nigeria must realize that the common traits shared by jurisdictions that successfully attract foreign investment are:(a) stability of fiscal regime and (b) the strong observance of the rule of law.

Long term investments require long term planning and clear and stable fiscal regime, i.e., laws that are enforced and a business culture that defends sanctity of contracts. In essence, Nigerians must learn to do the things that others like Singapore, South Korea and Brazil have done, and there are no two ways about it: This is more so in the face of evolving global economic trends; low crude oil prices, the burgeoning cost of deep-water operations (Nigeria's prime opportunities at the moment), the emergence and the appeal of alternative energy sources and so on and so forth. We must put forward investment policies that will attract new investors while encouraging those that are already here to stay.

In the final analysis, with the global trend in favour of mega-regional and two-tier dispute settlement mechanism, Nigerian lawmakers must follow suit to make Nigerian more competitive and more attractive for foreign investors to come to Nigeria.

#### **<sup>10</sup>Economic Globalization and World Politics: Rethinking or Tinkering Options for African States**

*Idowu Samuel Sunday, Sarumi Fausat Remilekun and Musa Philip Oche, Covenant University, Nigeria*

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Globalization is a household name today and myths surrounding it have risen not only out of its many faces but equally varied perspectives. Economic globalization is central and more visible with direct effects on daily living of people, bears indispensable impact on nation- state economy and very sensitive to governance in regards to policy choice by state. Right choice is important to Africa States. Thus, this paper adopts historical research method to descriptively analysed secondary data toward facilitating making of appropriate choice. It posits that either a "tinkering" or "re-thinking" response to economic policy option(s)-defensive nationalism, positive nationalism, symbolic nationalism and offensive intervention, determines the benefits or burden they bear as the environment changes in economic globalised world. Therefore, we conclude that economic policy choice must be weight, chosen based on merit with consideration for citizens and as prevailing situation demand.

**<sup>11</sup>Potential Symbiotic Sino-African Relations and Policymaking: Underexplored, Under-researched or Clearly Misunderstood?**

*Ellis Osabutey, Middlesex University Business School, United Kingdom*

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There are potential gains as well as challenges with regards to China's engagement with Africa. Even though there appears to be shared synergies between the two parties, the outcomes and predictions of the potential benefits to Africa are generally mixed but often negative. There is a specific 'China Africa Policy', but there appears to be no coherent strategic policy from the African parties. Therefore, the potential impact on Africa has not been satisfactorily felt. Technological and innovative capacity building for Africa has not been achieved to any significant levels. Consequently, there is an increasing dependency on China which could stifle African development agendas, in the long-run, if not properly managed. Existing literature has not captured potential benefits and the policy implications for Africa. This situation has not been helped by the difficulty involved in obtaining data and conducting research on both China and Africa. To benefit more from the presence of Chinese firms, Africa needs a more integrated well-thought-out and coherent strategy and policy derived from reliable research evidence obtained via studies that significantly involves strategic African stakeholders.

**<sup>12</sup>Global Law, Development and Local Government in the Megacity of Lagos**

*Ijeoma Nwagwu, Lagos Business School, Nigeria*

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This study examines the role of international law and policy in the construction and governance of global cities of the developing world, particularly in shaping the development trajectory of local governments in Lagos, Nigeria. This inquiry occurs against the backdrop of competing development narratives playing out in cities across the world, cities already struggling to cope with the challenges of growth under conditions of globalization. On the one hand, there is the idea of development and the city, which values economic efficiency, decentralization, and production for export. In this vision, law and policy are intended to improve business competitiveness and attract foreign direct investment. UN Habitat warns that driving economic prosperity through such an entrepreneurial view of development and the city often occurs at the expense of the poor. Another perspective on the city and development promotes the Megacity and its local governments as instruments for achieving inclusive community participation and civic empowerment. Finally, a third view sees the Megacity and its local governments as important locations to advance democracy and democratic participation.

**<sup>13</sup>The Impact of Political Capital on Firm Internationalization: Evidence from Russian FDI and Exports**

*Rajeev J. Sawant and Lilac Nachum, Baruch College, CUNY, USA; Andrei Yu.*

*Panibratov, Marina O. Latukha, St. Petersburg University, Russia*

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What is the relationship between a firm's political capital and its internationalization modes? We distinguish between relational political capital which originates in interpersonal relationships of a firm's leadership with political actors, and knowledge-based political capital that derives from the political knowledge and experience of firms' top management and generate organizational knowledge of political markets. Drawing on the notion of political capital as developed in political science theory, we hypothesize that the varying nature of these dimensions of political capital and their distinctive mechanisms of value creation vary, making them of value for different modes of international activity, whether exports or FDI. Empirical testing of a sample of 281 Russian MNEs show that relational capital is of particular value domestically, favoring the serving of international markets via exports from the home country. Knowledge-based political capital in contrast creates a firm-specific capability that can be exploited overseas and hence fosters FDI. The impact of both dimensions of capital increases with the share of state ownership in the firms, and is stronger in regulated industries.

**<sup>14</sup>Privatization of State-owned Enterprises in Nigeria: Lessons for Sub-Saharan Countries**

*Emmanuel E. Osigwe and Elizabeth L. Rose, University of Otago, New Zealand*

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Based on 97 responses from five multinational and domestic oil and gas companies in Nigeria, we analyse the perception of managers and senior management employees regarding three main questions regarding privatization's effects on ownership change, efficiency and competition. We find that full and effective privatization offers the potential to bring about much needed competition and efficiency in the industry. The findings highlight recommendations and expectations of industry experts regarding both the process and the desired outcomes of full privatization of Nigeria's oil and gas industry, providing valuable lessons for other sub-Saharan African economies. Our conclusions suggest that full privatization may not only turn around the industry, but could also reduce the scarcity of products, thereby saving subsidy programs' spending and the running of rather inefficient SOEs, not only in Nigeria but across sub-Saharan Africa.

**11:00 – 12:45 Parallel Sessions**

**Empirical Studies on Economics, Banking and Finance**

*Session Chair: Bongo Adi, Lagos Business School, Nigeria*

*Venue: Arusha Syndicate Room*

**<sup>15</sup>Short-Run and Long-Run Analysis of Macroeconomic Factors on Government Capital Expenditure: Evidence from a Developing Country**

*Ochuko Emudainohwo, Delta State University, Nigeria; Agyenim Boateng, Glasgow*

*Caledonian University, UK*

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This study employs the Autoregressive Distributed Lag (ARDL) Bounds Test for co-integration approach to examine the influence of selected macroeconomic factors on government capital expenditure on data from 1981 to 2013 in Nigeria. The study finds co-integration relationship among the variables when government capital expenditure is normalized in the ARDL Bounds test. The model's speed of adjustment to shock in the economy is 40.35 per cent. The study finds that in the long run, the ARDL shows that trade openness has negative and statistically significant impact on government capital expenditure while interest rate and FDI have positive and significant impact on government capital expenditure. In the short-run, first difference of inflation rate and first difference of FDI have negative significant bearing with government capital expenditure.

#### **<sup>16</sup>Commercial Banks and Market Interest Rate Changes: Evidence from Emerging Market and Africa**

*Euphemia Godspower-Akpomemie, Wits Business School, South Africa*

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This study investigates the impact of interest rate risk on the profitability and net-worth of commercial banks focusing on emerging markets and African countries from 2000 to 2014. Secondly it examines if economic factors that determine interest rate could have direct effect on banks' profit and net-worth. The analysis is carried out in a panel framework with the Generalized Method of Moments (GMM) estimation on all the sampled banks as well as separately for selected emerging market and African countries. The results show that interest rate changes negatively affect commercial banks' profit in Africa compared to emerging market banks, though the macroeconomic factors (consumer price index and money supply) that determine changes in interest rate, positively affect profit of African banks. But interestingly, the net worth of African banks is more favoured by macroeconomic factors compared to emerging markets banks' net worth. Such effect exposes African financial sector to attract favourable investments, as investors would prefer a market with higher growth of shareholder' funds. This explicitly suggests that African banks should not only forecast and hedge interest rate movements, but as well pay more attention to the factors that determine interest rate changes.

#### **<sup>17</sup>Empirical Assessment of the Competitive Conduct of Nigerian Banks in a Post-Consolidation Era**

*Eze Simpson Osuagwu, Covenant University, Nigeria; Ndubuisi Nwokoma,*

*University of Lagos, Nigeria*

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This paper is an empirical assessment of the level of competition in the Nigerian banking industry following the consolidation exercise, using a bank-level panel data, for the period 2005 – 2014. Empirical evidence from the Panzar and Rosse (1987) *H-statistic* reveals that market power in the Nigerian banking industry is consistent with monopolistic competition, which implies that firms are independent in their decision making and conduct. This study innovates by incorporating non-interest income accounts in the assessment of revenue, and

findings suggest that bank competitiveness decreases as revenue tends toward an inclusion of non-interest income or fee-based services.

### **<sup>18</sup>External Shocks and Macroeconomic Responses in Nigeria (1986- 2014): A Global VAR Approach**

*Oyelami, L.O, University of Lagos, Nigeria; Olomola P.A, Obafemi Awolowo University, Nigeria*  
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This study investigates the macroeconomic responses of Nigerian economy to external shocks. Specifically, we examine the effect of oil price shocks and macroeconomic shocks from developed trading partners on Nigerian macroeconomic performances in order to establish pattern of reactions to these shocks in the country. We employ Global Vector Autoregression (GVAR) comprising of US, EU, China, Japan and Nigeria as the reference country. The adoption as of this method of estimation is necessitated by its capability to effectively model complex high-dimensional system and also offers adequate tools to deal with the curse of dimensionality that can arise from a study of this nature. Having critically examined the econometric properties of our GVAR model, the results from our estimation based on impulse-response function show that oil price shocks have direct effect on real gross domestic product and exchange rate in Nigeria but variables like inflation and short term interest rate do not show immediate response to the shocks. The results also indicate that macroeconomic variables such as short term interest and inflation show immediate responses to shocks to similar variables in developed countries. Based on this, the study concludes that Nigerian economy is vulnerable external shocks and such shocks are not limited to oil price shocks. Other form of shocks such as growth spillover and financial shocks from developed countries are also relevant in shaping the macroeconomic performances in Nigeria.

### **<sup>19</sup>The Turmoil in the Oil Industries in Nigeria**

*Adeoye Amuda Afolabi and Ahmed Ayinde, Afe Babalola University, Nigeria*  
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Persistent hike in petrol price usually have effect on every activity in Nigeria. This paper examines the relationship between increases in petrol price and economy indicator such as Gross Domestic Product (GDP), Exchange rate, Interest rate, Inflation rate and Unemployment rate using OLS Estimate. We find that petrol price has a positive significant relationship with GDP, Exchange rate and Unemployment rate, however negative effect with percentage growth of inflation rate. This finding suggests that as result of gradual removal of subsidy in recent time the amount of money budgeted for subsidies have been diverted to develop other area of the economy. The increase in exchange rate may likely due to marketers scraping for dollars because of importation for petrol to the country. Increase in unemployment rate seems to increase in the cost of production and other overhead cost thus; most companies are laying off their workers. Moreover, the revelation from the public through the media reports show that the public believes that payment of subsidy is



scandalous because this huge amount of money is going into individual pocket. Consequently, this study recommends that federal government should encourage investors to build refineries and there should be accountability and transparency in the oil industry.

**<sup>20</sup>The Impact of Oil Prices on African Stock Markets: Evidence from Nigeria, South Africa, Ghana, Egypt and Tunisia**

*Ikechukwu Kelikume and Omotayo Muritala, Lagos Business School, Nigeria*

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There is a plethora of studies on the impact of oil price on stock markets in advanced economies; however, a little attention has been paid to developing economies, especially Africa where the link between oil price and stock markets has important implications for policy making and international investments. This study chooses to examine the dynamics of the impact of oil price on African stock markets using panel analysis techniques on monthly data from five selected countries, including Nigeria, South Africa, Ghana, Egypt and Tunisia, between April 2010 and May 2016. The data, which includes stock returns, exchange rate and OPEC basket price, is sourced from Bloomberg, IFS and OPEC. From the findings, a significant impact of oil prices exists on stock markets in Africa. This has immediate implications of shifting foreign direct investments in and out of stock markets for countries and investors that benefit hugely from the dynamics of oil price. To this end, the study recommends viable strategies to regulatory authorities and policy makers to leverage changes in oil price to position stock markets on the path of growth and development in spite of shocks in key macroeconomic variables.

**<sup>21</sup>Manufacturing Strategy: The Perspective of Price Elasticity of Demand**

*Moradeyo Adenike Aderonke, Augustine University, Nigeria*

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This paper seeks to understand how the knowledge of the market demand can be used in deducing the type of manufacturing strategy for products. Based on the Theory of Swift, Even Flow (TSEF) and Contingency theory, this work builds on the well-established framework of the product-process matrix. The goal of this study is to use the product-process matrix concept to further analyze the effect of product attribute in the context of "Price elasticity of Demand" on manufacturing strategy's choice.

**13:30 – 14:45 Parallel Sessions**

**Cases on the Changing Dynamics of Doing Business in Africa**

*Session Chair: Giovanni Mazzacani, IESE Business School, Spain*

*Venue: Coca-Cola Classroom*

**<sup>22</sup>Kenya's Blooming Flower Industry: Achieving Global Competitiveness**

*Ogechi Adeola, Lagos Business School, Nigeria;*

*Abel Kinoti, Riara University, Kenya; and Mary Kinoti, University of Nairobi, Kenya*

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February 14 represents a significant day in the lives of many people around the world. Millions of ladies across the globe expectantly receive cut flowers from loved ones, particularly the red roses. The rose is a symbol of love. Its fragrance pervades the atmosphere lifting moods and bringing a smile to the beholders. Rarely do these recipients pause to think of where these beautiful flowers may have come from. Some of the roses would have been shipped, thousands of miles away, from Kenya in Sub-Saharan Africa. Located in the east of Africa with its coastline on the Indian Ocean, Kenya is surrounded by savannah, Lakelands, the valley, mountain highlands and abundant wildlife. It is sunny climate provides the right atmosphere and its rich soil the perfect vegetation for a rich variety of flowers, particularly the red roses, its most popular export cut flower species.

According to the Kenya Flower Council (KFC), Kenya accounts for about 38% of all cut flower imports into the EU, specifically Holland, United Kingdom, Germany, France, and Switzerland. In addition to the roses, Kenya's carnations and summer flowers are also popular in Russia and the U.S.

The global flower export industry is presently dominated by the BIG FIVE – The Netherlands, Columbia, Kenya, Ecuador and Ethiopia (Rikken, 2011). In Africa, Kenya is the largest exporter of flowers from Africa, accounting for about 55% of African exports (Muthoka, 2008). Other countries including Zimbabwe, Zambia, South Africa, Uganda, Tanzania and Ethiopia (KIPPRA, 2008). This chapter will consider the competitiveness of the very dynamic Kenya Flower Industry, its role in international trade, the challenges, and opportunities and make necessary recommendations to growth and development of the industry to improve its market share and competitive position. Kenya Flower Industry has to improve its competitiveness in the coming years, given increased competition in the global flower industry particularly the North-American markets (Rikken, 2011).

### **<sup>23</sup>Grocery Bazaar (GB): Retail Growth Strategies**

*Uchenna Uzo, Lagos Business School, Nigeria*

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Grocery Bazaar (GB) is a limited assortment grocery retailer operating in locations underserved by modern retail outlets in Lagos, Nigeria. Having set a growth target of adding 28 more stores in Lagos over the next 5 years with total combined revenue of NGN 30 billion, Sam Ejeh (the founder) is considering how best to achieve this target in the face of dwindling margins. Should he grow GB organically by partnering with a local estate developer or partner with a South African wet grocery franchise? Each option has its implication on growth as well as the ownership of the business, which need to be balanced. Also, Sam is aware he has to resolve some manpower and supply chain issues that might have profound impact on growth. This case is useful for teaching marketing strategy (segmentation, targeting and positioning) as well as marketing mix modules in a Marketing management course in the MBA, EMBA or Executive programmes. It is also useful for discussions on market growth strategies. The case reveals the importance of first having a good marketing strategy in place which in turn drives the marketing mix. It also highlights how a mismatch between the marketing strategy and the marketing mix can have adverse

impact on the bottom line and growth. The case highlights some aspects of managing growth such as setting the appropriate organizational structures to support growth as well as aligning growth strategies with marketing objectives and long-term business goals.

#### **<sup>24</sup>The Tolaram Group: Corporate Social Responsibility in Nigeria**

*Chris Ogbechie, Ijeoma Nwagwu and Oreva Agajere, Lagos Business School, Nigeria*

*Email: inwagwu@lbs.edu.ng*

In 2015, Mr Deepak Singhal, the CEO of the Tolaram Group in Nigeria sat in a meeting with Mr Dinesh Rathi, the Chief Financial Officer and Mr Ankur Sharma, the Chief Strategy Officer discussing ways to improve the group's contribution to the Nigerian society. He disclosed that the group had zealously invested in several CSR strategies for almost six years; they still needed to effectively communicate their endeavours in the society to all their stakeholders and also measure the group's socio-economic footprint in an inclusive manner. They discussed and concluded that the only way the group could expand socially in Nigeria was to show that they were not just benefitting from the country but were also acting as partners in the development of the society. Their discussion was centred on how the company will simultaneously achieve both its economic and social goals.

#### **<sup>25</sup>Poultry Tariffs: Leveling the Playing Field or Rewarding Inefficiency?**

*Peter Draper, Jacklynne Hobbs and Claire Beswick, Wits Business School, South Africa*

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In July 2013 the International Trade Administration Commission of South Africa (ITAC) met to determine whether to grant the request of the South African Poultry Association (SAPA) for increased duties across a range of chicken products. SAPA claimed that cheap imports threatened the survival of local and regional producers. The Association of Meat Importers and Exporters (AMIE) opposed the application, saying that its intention was to protect a sector with questionable ethics and an outdated business model. This case situates the commissioners making this decision, in light of the government's wish to support agriculture without harming the poor.

#### **<sup>26</sup>Corporate Governance in UBA**

*Chris Ogbechie and Nkemdilim Iheanachor, Lagos Business School, Nigeria*

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The emergence of United Bank for Africa (UBA) as a large Nigerian bank with over 750 locations in more than 22 countries had undoubtedly increased the regulatory compliance and governance requirements stipulated by the various central banks and financial regulatory authorities across Africa, United States and United Kingdom. The challenge before UBA now was on how to strengthen its current governance systems and position the bank as a global financial services institution geared and positioned to meet the needs of regulators, shareholders, investors and customers in more than 22 countries and still counting. The bank made modest progress in this regard but there were still questions as to

how the governance systems should be expanded, integrated and enhanced in line with the Bank's new mandate to consolidate its expansion into more than 19 African countries from its home country, Nigeria.

The need for sound corporate governance in the Nigerian banking industry became apparent in the wake of the emergence of Mallam Sanusi Lamido, a foremost risk management expert as the Governor of Central Bank of Nigeria (CBN). Following his emergence, he commissioned an industry-wide stress test of all Nigerian commercial banks where he found that eight Nigerian banks were in a grave situation as a result of corporate governance lapses and insider loans that were grossly under-provisioned. They stood the risk of collapsing if the regulator did not take important measures. He subsequently ordered the dissolution of the boards of the banks and appointed turnaround management teams who had the responsibility of stirring the banks to safety and preparing them for fresh acquisition.

Strong corporate governance practices were allegedly the foundation of the Bank's risk and control frameworks and ensured a decision making process that protected the interests of all stakeholders.

### **13:30 – 14:45 Parallel Sessions**

#### **Contemporary Issues in Finance and Accounting**

*Session Chair: Dr Akintola Owolabi, Lagos Business School, Nigeria*

*Venue: Arusha Syndicate Room*

#### **<sup>27</sup>The Impact of Financial Risks on Performance of Deposit Money Banks in Nigeria**

*Isa Rehanet, Federal College of Education, Zaria, Nigeria;*

*Oyewo Babajide Michael, University of Lagos, Nigeria*

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This study examines the impact of financial risk on the performance of listed deposit money banks in Nigeria. The study formulates two hypotheses and applies longitudinal panel data regression to analyse the relationship between the dependent variable, return on assets and the independent variables, liquidity risk and credit risk of the sampled banks. Furthermore, the study utilised secondary data extracted from the financial statements of the banks over the post consolidation period of 2009 to 2014. The result of the OLS regression provided evidence that liquidity risk does not have a significant impact on return on assets of listed deposit money banks in Nigeria. While, credit risk has a significant impact on return on assets of listed deposit money banks in Nigeria. It also concluded that liquidity risk does not matter as far as the return on assets of listed deposit money banks in Nigeria is concerned. While, credit risk matter as far as the return on assets of listed deposit money banks in Nigeria is concerned. Based on the findings, the study recommends that deposit money banks should adopt a policy of manageable increase in their credit risk which will not affect their effective and efficient banking environment in order to boost their performance.

## **<sup>28</sup>Determinants of Exchange Rate Fluctuations in Nigeria: Application of an Extended Mundell-Fleming Model**

*Friday Osemenshan Anetor, University of Lagos, Nigeria*

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The role of exchange rate and its impact on macroeconomic performance has become an area of interest to finance experts, economists and policy makers. Most economists argue that a stable exchange rate fosters foreign direct investment and economic growth while exchange rate fluctuations adversely affect export growth and macroeconomic performance. Despite the roles and the impact of exchange rate on macroeconomic performance, there is still a paucity of study on the macroeconomic variables that determine exchange rate fluctuations. This study examined the determinants of real effective exchange rate fluctuations in Nigeria applying the Extended Mundell-Fleming model between the periods of 1986-2014. The autoregressive distributed lag (ARDL) approach was employed to ascertain the macroeconomic determinants of real effective exchange rate fluctuations in the short-run and long-run. The study found strong evidence that money supply, government expenditure, interest rate, and the expected inflation rate play a role in determining exchange rate fluctuations in the long-run. The study also showed that the lag of real effective exchange rate and the expected interest rate determine exchange rate fluctuations in the short-run. The policy implication of the study is that the exchange rate fluctuations of the naira could be addressed if the government could exercise fiscal and monetary discipline to control the volume of the money supply, government expenditure, and interest rate to ensure relative stability of the exchange rate and forestall rapid depreciation of the value of the naira.

## **<sup>29</sup>Does Foreign Direct Investment Influence International Business?**

*Oludele Folarin, University of Ibadan, Nigeria*

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The outbreak of globalization in the 1980 has changes our perception on the location of business, causing business owner to consider wide range of option when considering where to locate their business. This study compares the OLI theory developed by Dunning (1974) and international springboard which can also be refers to as extended theory by Luo and Tung (2007) and Cuervo-Cazurra (2012) with a view to understand how foreign direct investment shapes international business. And shows that international business are mostly located in location where competitive advantages in terms of technology are mostly situated.

## **<sup>30</sup>The Effect of International Financial Reporting Standards (IFRS) on Cost of Equity Capital of Money Deposit Banks in Nigeria**

*Udeh Francis Nnoli and Egbunike Francis Chinedu, Nnamdi Azikiwe University, Nigeria*

*Email: chineduegbunike@rocketmail.com*

The objective of this study is to ascertain the effect of International Financial Reporting Standards adoption on cost of equity capital of money deposit banks in Nigeria. The country has mandated that all publicly listed entities adopt IFRS as a basis for the preparation of

financial statement from 2012. Studies have noted that a change from local standards to international standards is capable of causing significant changes in the nature of information presentation and disclosure. The study made use of ex-post facto research design. The population of the study was drawn from money deposit banks quoted on the floor of the Nigerian Stock Exchange. Multiple regression technique was used in testing the formulated hypotheses. The study finds that IFRS adoption affects the cost of equity capital of Nigerian banks. The study therefore recommends a regulatory overhaul to be complemented with the recent IFRS adoption in the country.

### **<sup>31</sup>The Effect of Audit Quality on Financial Performance of Nigerian Banks**

*Okenwa C. Ogbodo, Nnamdi Azikiwe University, Nigeria*

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The main objective of this study is to determine the effect of audit quality on the financial performance of Nigerian banks. Specifically, the study shall address the effect of audit quality on return on assets ratio, cash generation ratio and operating profit margin ratio of Nigerian banks. The study made use of ex-post facto and correlational research design. The study shall focus on the Nigerian banking sector, and banks quoted on the exchange as shown on the Nigerian Stock Exchange Factbook shall serve as the population. The main source of data was secondary data obtained from the financial statements of the individual banks that formed subjects of the study. The study findings showed that while audit quality had significant effect on return on assets and operating profit margin it had no effect on cash generation ratio of the banks. The study recommends the institutionalization of strong corporate governance principles in banks, which will ensure self-regulation of firms and avoid ethical misconduct. In addition, the use of joint auditors is suggested, as the volume of transactions in most Nigerian firms is constantly increasing.

### **<sup>32</sup>The Impact of Strategic Costing Techniques on the Performance of Nigerian Listed Manufacturing Companies**

*Egbunike Francis Chinedu and Udeh Francis Nnoli, Nnamdi Azikiwe University, Nigeria*

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The main objective of this study is to examine the impact of strategic costing techniques on the performance of manufacturing companies. The specific objectives are to determine the effect of Activity Based Costing usage on overhead cost allocation, the relationship between the use of Activity Based Costing and competitive advantage and to examine the effect of Activity Based Costing on profitability of manufacturing firms. The study made use of ex-post facto research design. The population of the study was drawn from manufacturing companies quoted on the floor of the Nigerian Stock Exchange (NSE) under the consumer goods section. The formulated hypotheses were tested using One Sample Kolmogorov-Smirnov Test and Multiple Regression Technique. The empirical data analysis revealed the following, firstly, that the use of Activity Based Costing has an effect on overhead cost allocation; secondly, there is a significant relationship between Activity Based Costing and competitive advantage; and, thirdly, the use of Activity Based Costing has an

effect on the profitability of manufacturing firms. Based on this the study recommends the following, the adoption of strategic costing techniques for companies that desire to survive or meet the increasing competition. The chosen technique must however be assessed for relevance and suitability to the nature of the company and technological systems in place. Also, the use of Activity Based Costing in overhead cost allocation.

### **13:30 – 14:45 Parallel Sessions**

#### **Agribusiness, Education and Sustainable Development**

*Session Chair: Ikechukwu Kelikume, Lagos Business School, Nigeria*

*Venue: Zambezi Syndicate Room*

#### **<sup>33</sup>A Qualitative Review on the Implementation Challenges of National Policy on Education in Nigeria**

*Abasilim U. D., Covenant University, Nigeria;*

*Eyo, P. O., University of Uyo, Nigeria;*

*Adah, B. A., and Popoola, R. O., University of Calabar, Nigeria*

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Education policy in Nigeria have undergone significant changes for a long time geared towards the effective administration, management and implementation of education at all tiers of government. In fact, it continues to be the central point of discourse owing to the role it has in the measurement of whether a country is developed or not. The objective of this paper is to identify the implementation challenges of National Policy on Education and proffer suggestions on the way out for the effective implementation of the policy. This paper adopts a qualitative method of data analysis, which was thematically done relying on secondary sources. The paper identifies corruption, lack of continuity in government policies by successive administration, inadequate human and material resources and others as the major implementation challenges of the policy. The paper suggests that there is need for the mobilizations of grassroots by the civil societies and all stake holders to support and enforce the implementation of the constitutional provision for education and tie it to their vote, there is also a need to enforce compliance of all sector of education from early childhood care to the development of special needs school and also ensure that there is continuous monitoring and evaluation of the policy so as to fill in the gaps that may occur during the process of implementation, among others as the way out for in dealing with the implementation challenges of National Policy on Education in Nigeria.

#### **<sup>34</sup>Management and Business Research Capacity in Africa: A Survey Report**

*Nealia S. Bruning, University of Manitoba, Canada;*

*Akintola Owolabi, Lagos Business School, Nigeria;*

*Francis Wambalaba, United States International University, Kenya*

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In June, 2015, a survey was sent to administrators, faculty members and Ph.D. students at the African Association of Business Schools (AABS) member schools. The survey was

designed to assess aspects of the research capacity and role of research at member schools; and provide information about research needs. We hope to utilize the survey information to prepare funding requests to support research capability building efforts at the AABS member schools. This document is a summary of the survey findings. The report is organized in 11 sections. The sections cover the following topics: the respondents' demographic information, workload responsibilities, AABS workshop participation and role of research, types of research support, needed research skills, types of research supports, valued research outlets, disciplinary area needs for research, skills development workshop and post research workshop needs, strategies to maintain collegial connections, the role of research in Africa for other parts of the world, needs, post research workshop needs, need for an ongoing assessment of research capabilities and other issues.

**<sup>35</sup>Contributions of the National Programme on Food Security on Household Food Security in Enugu State**

*Onuoha O. Chibueze, Onugu C. Uchenna and Edoga J. Chinenye, Nnamdi Azikiwe University, Nigeria*

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This trust of the study was to determine the contributions of the National Programme on Food Security on Household food in Enugu State. A hypothesis was formulated to guide the study. A well-structured questionnaire was validated and used to collect relevant information from 450 respondents who were randomly selected from three Local Government Areas which were hitherto used as sites for the National Food Security Programme in Enugu State. Findings indicated that National the programme have helped farmers to improve in some certain areas by providing loans, seedlings, machines, and this led to an increase in household food security. Recommendations have been made at strengthening efforts on food security.

**<sup>36</sup>An Economic Assessment of Rain-Fed Maize Production Under National Special Programme for Food Security (NSPFS) in Kogi State, Nigeria**

*Abraham Okpe, Lagos Business School, Nigeria*

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This study assessed Rain-Fed Maize production under National Special Programme for Food Security in Kogi State. Primary data were collected from 205 farmers, using multi-stage sample techniques, involving purposive and simple random sampling. Stochastic Frontier Production Function was used to estimate the technical efficiency; Logit Regression Model was applied to examine the Determinants of loan repayment among rain-fed maize farmer beneficiaries under NSPFS. The empirical research result indicated that the farmers were technically efficient, 93.17 percent of the farms operated close to the frontier, labour (-6.237) was negative and significant at 5 percent level of significance and with the use of their resources, inefficiency variables identified were extension visit (-15.43), farming experience (-6.31) and education (13.03). They were significant at 5 percent level of significance. Return to scale of 0.414 was obtained, indicating that the farmers were operating in stage 111 of the



production surface (decreasing return to scale). The determinants of loan repayment show that the amount of loan obtained from NSPFS was the significant at 5 percent level of significance. The study therefore recommends that the disbursement and the amortization structure be rescheduled such that loans get to the farmers at the appropriate time and the amount be increased to enable them function optimally

**<sup>37</sup>How do Enterprises contribute to development? A Case Study of You-Win-funded Agribusiness Enterprises**

*Fardeen Dodo, American University of Nigeria, Nigeria*

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**Purpose:** Explain how YouWin-funded agribusinesses enterprises contribute to Nigeria's national development.

**Design/Methodology:** The research used qualitative design, using questionnaires, interviews and focus group discussions. Questionnaire data was analyzed using descriptive statistics and qualitative data analysis using deductive coding, grounded theory development and graphical representation.

**Limitations:** The study is limited to YouWin-promoted agribusinesses.

**Practical Implication:** Entrepreneurs, policy makers and other development stakeholders will understand what development to expect from entrepreneurial development in the agribusiness sector and target entrepreneurship promotion efforts to achieve targeted development objectives.

**Originality and Value:** At a time when the Nigeria is facing severe economic challenges and need to expand the country's inclusive development, this study will provide just what the tangible decision making instrument for manipulating enterprise development to achieve targeted development outcomes.

**<sup>38</sup>Rescuing Strategy for Nigerian Economic Dilemma: A fall-out of Lessons Learnt From China's Therapeutic Dosage**

*S. Adebisi, University of Lagos, Nigeria*

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This study was conducted to discover the therapeutic dosage that brought the Chinese economy out of a comma into an unprecedented economic success. A field study was conducted by measuring the 20 factors discovered as China's dosage for success among selected Nigerians (with adequate attention to the fundamental characteristics of Nigeria situation) to test the efficacies of these drug if administered to Nigeria's economic situation. Respondents were obliged to give a new rating to the future economy of Nigeria if these factors are implemented as suggested. Administration of the questionnaire was done by electronic mail since the research was conducted in China. Based on our analysis, the study designed a Strategic Pathway Model for the implementation of the Nigeria's future economy that can rival that of China and rescue her from this severe economic infection.

## **15.00 – 16.15 Parallel Session**

### **Mobile Technology and Innovation in Africa**

*Session Chair: Gül Berna Özcan, Royal Holloway University of London, UK*

*Venue: Coca-Cola Classroom*

#### **<sup>39</sup>Franchising: Vertical Integration Strategy and Business Performance in the Telecoms Industry. A Study of Etisalat Telecommunications Nigeria**

*Oniku Ayodele, University of Lagos, Nigeria; Salako Temilolu, Etisalat Nigeria Ltd*

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The study was undertaken to examine franchising as a vertical integration strategy in the telecoms industry using Etisalat Telecommunications Nigeria as a case study. The study adopted a survey research design where two hundred and sixty-eight respondents were purposively selected from all the Etisalat retail shops located in Nigeria. Findings from the study showed that, franchising in a depressed economy is important and largely beneficial as reflective with the current economic down turn. It ensures the risks is less concentrated with one party as capital investments is shared leading to a symbiosis in the pursuant of expansion, standardization and profits. The study also showed that there is a tendency for service delivery to be watered in franchised Stores, it was observed that, at the onset of the “partnership”, the franchisor tends to value the most evident aspects of franchising (easy and quick access to capital and management) but in time strives to achieve uniformity/standardization in the chain. It was recommended that Government should provide a Legal framework that guides franchising as a form of entrepreneurship thus creating proper guidance especially for home grown franchise models in Nigeria. This is essential to guide the franchisee as well as the franchisor other than the basic contractual laws that guide business transactions in Nigeria.

#### **<sup>40</sup>From Cost to Revenue Center: A Conceptual Framework for Next Best Action (NBA) in a Mobile Operator Call Center**

*Adeolu O. Dairo, Etisalat Nigeria; Ogechi Adeola, Lagos Business School, Nigeria*

*Email: oadeola@lbs.edu.ng*

We develop a conceptual framework for an inbound Next Best Action (NBA) capability of a typical mobile operator call center with the primary goal of transforming inbound customer interactions through the call center and IVR into a sale or retention opportunity. Our focus is on the practical deployment of Next Best Action solution in a robust CRM environment. We first present the concept of Next Best Action along the different contact channels and identify key processes for an effective leverage of the inbound channel through Next Best Action solution deployment. Next, we provide deeper coverage of the decision framework, first on the decisioning engine, then the framework methodology. Finally, we highlight how our approach provides the methodology by which real-time decisions will be made on the inbound marketing offers presented to customers, and the order of priority in which the “next best offer” should be proposed in the course of each interaction.

#### **<sup>41</sup>Mobile Phone Adoption in Sub-Saharan Africa: The Integrated Motivational Framework for the Bottom of the Pyramid**

*Kennedy Ezenwafor, Lagos Business School, Nigeria*

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The paper proposes a new reasoning for mobile phone adoption in sub-Saharan Africa and the continent. In prior times, mobile phones were status symbols in the region, but, in these extra-ordinary times however, mobile phones are no longer perceived as status symbols as before and they are the most prevalent ICT device in the continent. Using data and the illustrations of the M-Pesa model in Kenya, the paper applies a utility logic of mobile telephony to innovate a new motivation for adoption of mobile phones. The Utility of mobile phones is the network of mobile applications and the necessary infrastructures. As long as the 21<sup>st</sup> century consumer perceives and is enlightened to the networking, there is always the possibility for mobile phone adoption regardless of the inequality or turbulence in the economy. The motivation logic for mobile phone adoption principled on its utility value should be able to produce the necessary data that clearly describes the motivations of the consumer in the 21<sup>st</sup> century beyond any conformist theory. Without re-inventing the wheel, there are implications for Academia, Policy makers, Entrepreneurs, and the Practitioner

#### **<sup>42</sup>Mobile Money: A Panacea for Financial Inclusion in Emerging Markets**

*Timothy Aluko and Olayinka David-West, Lagos Business School, Nigeria*

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A major challenge in emerging economies is the inability of the poor and other groups categorised as disadvantaged to conduct formal financial transactions (Sarma and Pais, 2008). These ultimately limit their participation in economic development and make them vulnerable to the dangers associated with informal financial services (Aube and Laidlaw, 2010; Dermiguc-kunt and Klapper, 2012). Mobile money, internet banking and ATM cards have been identified as some of the enablers of financial inclusion (Hitczenko and Tai 2014; Donovan, 2012; Ankit, 2011). However, the ubiquity and simplicity of mobile phones makes mobile money a more viable option for reaching the poor and other excluded groups with formal financial services (Diniz, Albuquerque & Cernev, 2011; Etim, 2014). This paper highlights the importance of IT systems and solutions in access and delivery of financial services. Though other financial technology (FinTech) solutions are available, the paper demonstrates the efficacy of mobile money in addressing financial inclusion barriers. The paper seeks to answer the question: which financial technologies are capable of enhancing financial inclusion and deepening financial systems. Secondary data sources like journal papers, policy documents, industry reports, etc.- were acquired using the Google Scholar keyword search of financial inclusion and mobile money. Qualitative data analysis coding and theming techniques were employed to derive financial inclusion and mobile money themes discussed in the paper. The results show that in spite of the availability of other FinTech solutions, the reach opportunities provided by mobile money are truly a panacea for financial inclusion. This literature review paper provides a summary of financial inclusion - relevance, benefits, constraints, stakeholders, measurements, mitigation strategies

(drivers and enablers), etc. It emphasises the role of financial technologies, especially mobile money in enhancing and deepening financial systems. Thus, the inclusion of new stakeholders like ICT providers should be accommodated in the enlarged ecosystem required to sustain mobile money operations and financial inclusion growth.

#### **<sup>43</sup>Cross-border Expansion of Mobile Network Operators in Sub-Saharan Africa: Focus on Market Selection**

*Marcellinus Dike, Aalto University School of Business, Finland;*

*Elizabeth L. Rose, University of Otago, New Zealand*

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Spurred by the growing demands for services and enhanced openness of national markets, mobile network operators have intensified their business interests in Sub-Saharan African countries. Using data from a variety of databases, including mainly The Global Economy and World Bank, we investigate the determinants of the foreign direct investment location choices of the 16 mobile operators that currently have activities in multiple countries in Sub-Saharan Africa. We find, contrary to our hypotheses, that host country economic environmental factors do not play primary roles in determining the mobile operator's choice of market for investment. Instead, our data suggest that institution-related factors, such as colonial ties and corruption levels, as well as international experience, play more important roles in the mobile operator's location decisions in the region.

#### **15.00 – 16.15 Parallel Session**

##### **Leadership and Organizational Behavior in the African Context**

*Session Chair: Ellis Osabutey, Middlesex University, UK*

*Venue: Arusha Syndicate Room*

#### **<sup>44</sup>Organizational Citizenship Behaviours Across Cultures: Are Organizational Citizenship Behaviour Scales Transferable Across Cultures?**

*Okechukwu Amah, Lagos Business School, Nigeria*

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In a turbulent and constant changing business environment, organizational citizenship behavior (OCB) is critical in achieving high and excellent organizational productivity. Thus, organizations must be able to identify why and how their employees carry out OCB. However, past cross-cultural studies in OCB have always assumed that the scales of OCB are transferable across cultures. This study set out to revalidate a three dimensional OCB scale developed in the Nigerian context, and to find out if the dimensions actually provide a better estimation of the value of turnover intention when compared to the scale from developed countries. There are two unique methodologies used in this study, namely the developed Nigerian scale and the scale from the developed countries were administered on the same target participants, and two separate samples were used for statistical analysis. The

use of various methods of statistical analysis found out that one of the three dimensions of organizational citizenship behaviour developed in Nigeria was redundant. Hierarchical regression analysis also indicated that the non-redundant Nigerian scales contributed additional variance in the value of turnover intention when the scales from developed countries were controlled for. Two conclusions are drawn from the results of the study. First, two dimensions representing OCB directed to organization and to individuals fully capture the enactment of OCB in Nigeria. Secondly, these results highlight the need to develop culture specific OCB scales to be used in each culture.

**<sup>45</sup>Effects of Transformational Leadership Style on Workers Job Satisfaction, Communication and Teamwork in Dangote Cement Company (PLC), Nigeria**

*Ayangeadoo A. Hur-Yagba, University of Abuja, Nigeria; Anietie Akpan, Salem University, Lokoja, Nigeria.*

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This paper examines the effects of transformational leadership style on workers performance variables of job satisfaction, communication, and teamwork in Dangote Cement Company Plc. Obajana, the leading Cement Company in Nigeria. A sample size of 320 workers was drawn from a total population of 1866 workers of the company across 17 departments. The Multifactor Leadership Questionnaire (MLQ – 5X) survey was used for data collection. Correlation and regression analysis was conducted to assess workers performance ability. The results showed that: transformational leadership attitudes of managers in the cement company did not promote job satisfaction and teamwork, but significantly stimulate communication among workers and their supervisors in the cement company. The paper concluded that the application of only one leadership style was not enough for the company. The study recommends the use of more leadership styles to see if such leadership attitudes can promote job satisfaction and teamwork; as well improve on the use of transformational leadership subscales of idealized influence (attribute and behavior) and individual consideration to further consolidate the company's communication capability.

**<sup>46</sup>Effect of Emotional Intelligence on Task Performance: Role of Effective Leadership Behaviour**

*Michael Asiedu Gyensare and Anthony Afful-Broni, University of Education, Winneba, Ghana;*

*Nathaniel Boso, University of Leeds, UK;*

*Olivia Anku-Tsede, University of Ghana, Ghana;*

*Lucky Enyonam Kumedzro, University of Education, Winneba, Ghana*

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A substantial number of studies have reported a significant positive relationship between emotional intelligence and task performance. However, the potential role of effective leadership behaviour in the EI – task performance nexus is largely absent from the general intelligence literature. Drawing on the path-goal theory of leadership, the study seeks to advance our understanding in this area by examining the mediating role of effective leadership behaviour in the relations between EI and task performance. Data were collected

from 236 employees working in a large commercial bank in Ghana and results were analysed at the group level. The results of the structural equation modelling and bootstrapping analysis show that EI has both a direct and indirect effect on task performance via effective leadership behaviour. Theoretical and practical implications as well as ideas for future research are discussed.

#### **<sup>47</sup>Employees' Perception of Organizational Justice: Implications for Job Satisfaction**

*Rose Ogbechie and Olubunmi Adefisayo, Lagos Business School, Nigeria*

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This study investigated the strength and direction of the relationship between organizational justice and job satisfaction in the Nigerian context. Sample data was obtained from alumni and part-time students of a Nigerian business school. A confirmatory factor analysis and hierarchical regression analysis approach were adopted as methods for analysis. The results of the confirmatory factor analysis showed that a four-factor model of organizational justice- distributive, procedural, interpersonal and interactional justice- provided the best fit for the dimensionality of justice in the context of this study. Hierarchical regression was used to test the ability of each justice dimension to predict job satisfaction. The result showed that only interpersonal justice and formal procedural justice were significant predictors of job satisfaction. Theoretical and practical implications for the study are discussed.

#### **<sup>48</sup>Work Family Conflict and Well-Being among Academic Class Employees**

*Aaron M. Ametorwo, University of Ghana, Ghana*

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This study investigated the influence of work family conflict on well-being of academic class employees. The cross-sectional survey used the quantitative methodology to purposively and conveniently sample a total of one-hundred and forty-two student workers pursuing various post-graduate programmes at the University of Ghana. Findings indicate that work family conflict has no significant influence on health and well-being of academic class employees. Nevertheless, whereas no significant gender differences were observed in well-being, female academic class employees exhibited significantly higher work and family role conflicts than their male counterparts.

### **15.00 – 16.15 Parallel Session**

#### **Teaching Cases on Doing Business in Africa**

*Session Chair: Abel Kinoti, Riara University, Kenya*

*Venue: Zambezi Syndicate Room*

#### **<sup>49</sup>Choppies: Expanding on the African Continent**

*Laurence Beder, Angela Urban, Claire Beswick, Wits Business School, South Africa*

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In May 2015, Choppies, a Botswana-based supermarket chain, made a secondary listing on

the Johannesburg Stock Exchange as part of its strategy of growing from 134 stores in three African countries to 200 in six by the end of 2016. This case situates the Choppies chief executive officer, Ramachandran Ottapathu, strategising further on how to achieve this growth while simultaneously growing value for the company's shareholders. The objectives of the case are to enable the students to understand the importance and components of an integrated strategy when expanding a business on the African continent.

**<sup>50</sup>United Bank for Africa: Consolidating its Africa-to-Africa Internationalization**

*Africa Arino, IESE Business School, Spain*

*Chris Ogbechie and Nkemdili Iheanachor, Lagos Business School, Nigeria*

*Email: niheanachor@lbs.edu.ng*

Phillips Oduoza, Group Managing Director/Chief Executive Officer of the United Bank for Africa Plc (UBA) sat in a mahogany chair in UBA House, Marina, Lagos Nigeria pondering on the modest achievements of the bank in its effort to internationalize and create a truly Pan-African bank as he prepared for the next board meeting scheduled to hold in two weeks' time. The bank had carefully slowed down its aggressive expansion across the African continent as it consolidated its operations in 19 different countries and met commitments to fund large infrastructure projects in some African countries.

The bank had made a strategic decision to consolidate on its Africa expansion and create large processing centres that would centrally handle transactions in the Bank across board. The bank had one of the largest networks of 700 branches covering some major economies in sub-Saharan Africa."

The core initiatives in the consolidation efforts included getting existing branches to function more efficiently and achieving significantly lowered cost to income ratios. The core issues that occupied Phillips's mind as he prepared for the meeting was how he was going to set the consolidation agenda.

What critical transaction processing centres should UBA establish? What core business processes constituted the largest regional and in-country cost drivers? How should these processes be managed to achieve greater efficiency, lower transaction turn-around time and lower cost levels? What impact would the consolidation have on UBA's Africa-wide manpower base? Would a new training program for Chief Executive Officers and their deputies assist in positioning them as the consolidation champions? These were the core issues that would form the crux of the debate at the next board meeting and Chairman of the Bank, Mr. Tony Elumelu had mandated Phillips to come up with a clear action plan for consideration at the Board meeting.

**<sup>51</sup>Mantra Global in Africa (A): The Dual Challenge of Talent Development and Expatriate Management & Mantra Global in Africa (B): The Challenge of Thinking Global and Acting Local**

*Akin Oparison, Lagos Business School, Nigeria*

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(A): Even the most routine of decisions made at the head office of a multinational business,

such as changes in talent development practices, which affect local operations, have heightened reverberations in host countries. Host Country General Managers and Regional Executives find themselves in a very tight corner. HR leaders find themselves having to grapple with the multi-layered and multifaceted people impact of these decisions. This case highlights some of the issues that Mantra Global grappled with as it tackled its Talent Development challenge in Africa. It explores related matters like the intended outcomes and unintended consequences of expatriation and international assignments in career development. It highlights issues around international mobility, and remuneration that could complicate things. The cases also point to what is possible, in terms of thinking global and acting local in Africa. It presents demonstrably viable options available for multinationals wishing to pursue talent development in Africa in a way that strengthens its overall talent pipeline.

(B): Head office initiated decisions such as changes in strategic direction or investment decisions like mergers, acquisitions and sale of businesses, for example, that affect local operations have heightened reverberations in host countries. Host Country General Managers and Regional Executives find themselves in very tight corner. HR leaders find themselves having to grapple with the multi-layered and multi-faceted people impact of these decisions. Of course these decisions are usually made at very senior levels at the head offices of the multinationals and local managers in operating units in countries in Africa are then required to implement these, even when they have not been sufficiently taken into confidence and involved in the decisions. The very important fact that is often missed is that the members of the local management teams may be relatively very junior in the company's hierarchies, some of them are quite influential in their respective countries. Some are just a phone call away from the presidents of their countries and some are on first name terms with cabinet ministers. These often turn out to be major determinants of the success or failures of many of such initiatives. This case addresses the complex challenge of a strategic decision to divest, as an outcome of a strategic repositioning endeavor, in response to shifts in the global market place and realignment of competitive forces. It highlights the serious issues that could arise around communication of strategic decisions between the global headquarters and the operations in host countries. Significant complexities often find their ways into addressing delicate people issues when such communications are poorly handled. This is particularly problematic when there is already a pre-existing condition of trust deficit. The cases also point to what is possible, in terms of thinking global and acting local in Africa. It presents demonstrably viable options available for multinationals wishing to pursue talent development in Africa in ways that strengthen their overall talent pipeline, while at the same time building a robust climate that should be able to withstand adversity usually associated with difficult geopolitically and economically induced global strategic decisions, such as redirecting resources to new strategic opportunities.

#### <sup>52</sup>**Nigeria in 2016: Getting the Elephant to Dance**

*Adedoyin Salami, Ifedapo Adeleye, Malcolm Fabiyi and Olubunmi Adefisayo*

*Lagos Business School, Nigeria*

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The case provides an overview of the business environment in Nigeria in 2016 following the election of President Buhari, who won the election on a mandate of change and transformation. The President came into power with the optimism and goodwill of majority of Nigerians. Many believed that the new administration would effectively tackle the perennial problems facing Nigeria which past administrations did not deal with effectively. Unfortunately, an apparently slow and somewhat frustrating start to the new administration, characterized by delays in key ministerial appointments and uncertain policy development have taken their toll on the Nigerian economy as the government struggles to cope with the rising economic challenges facing the country. The case provides an overview of Nigeria's economic history, including the many challenges facing the nation in 2016, and the government's response. Targeted at senior business executives, the case illustrates the challenges of prioritizing and defining change agenda and how executives and organizations should analyze their business environment in order to develop effective strategies to operate.

#### **17:20 – 17:45 Opening Cocktail**

*Venue: The Foyer*



## **ABSTRACTS FOR THURSDAY, AUGUST 18, 2016**

**THURSDAY, AUGUST 18 2016**

09:00 – 10:15

**Special Interest Town hall: City Competitiveness and Sustainable Urban Development in Africa – LAGOS**

*Sponsors:*

**Centre for Infrastructure Policy, Regulation & Advancement (CIPRA) Alliance for Sustainable Urban Development in Africa Netherlands (DASUDA)**

*Chair:* **Dr Bongo Adi, Lagos Business School, Nigeria**

**Mr. Hans Smaling** | Economic Envoy for West Africa, Embassy of the Kingdom of the Netherlands, Lagos

**Mr. Robert van Kats** | Chairman DASUDA

**Mr. Lookman Oshodi** | Project Director, Arctic Infrastructure and Local Project Manager, Lagos Lagoon City

*Venue:* **GTBank Classroom**



THURSDAY, AUGUST 18 2016

09:00 – 10:15

**Special Interest Symposium on Humanistic Management**

**Towards a Humanistic Approach to Making FDI work for Africa: Through Knowledge Spillover and Knowledge Transfer**

***Sponsors:* Humanistic Management Network (HMN)**

**Christopher Kolade Centre for Research in Leadership and Ethics (CRLE)**

**Chair: Dr Kemi Ogunyemi & Temilade Adefioye, Lagos Business School, Nigeria**

**Email: [tadefioye@lbs.edu.ng](mailto:tadefioye@lbs.edu.ng)**

**Venue: Coca-Cola Classroom**



**THURSDAY, AUGUST 18 2016**

**10:45 – 11:15 Meet the Editors**

**Nathaniel Boso**, *University of Leeds, UK*

**Samuel Kamuriwo**, *City University London, UK*

**Ellis Osabutey**, *Middlesex University, UK*

**Ifedapo Adeleye**, *Pan-Atlantic University, Nigeria*

**Venue: GTBank Classroom**





## ABSTRACTS FOR THURSDAY, AUGUST 18 2016

### 11:15 - 12:30 Parallel Sessions

#### **Competing With Technology and Innovation in Africa**

*Session Chair: Sam Kamuriwo, City University London, UK*

*Venue: Coca-Cola Classroom*

#### **<sup>53</sup>Influence of Networking Behaviour on Innovativeness of ICT Products and Services' Providers in an Information Technology Enterprise Cluster in Nigeria**

*Stanley E. Ibeku, Ibadan Business School, Nigeria;*

*William E. Nwagwu, Council for the Development of Social Science Research in Africa, Senegal;*

*Immanuel O. Umukoro, Lagos Business School, Nigeria*

*Email: uimmanuel@lbs.edu.ng*

This study examined how information technology products and service providers in the Otigba Computer Hardware Cluster in Lagos, Nigeria devise and harness new strategies of solving IT problems. Specifically, the study investigated how the respondents relate and work together with different sources and the relationship between these activities and innovativeness. Data was collected from 273 respondents with the aid of a questionnaire and an in-depth interview schedule. Binary logistic regression analysis was deployed to test the hypotheses. The study confirms the importance of stronger networking behaviour for the transfer of knowledge by showing that the respondents' relationship with knowledge sources has strong relationship with their capacity to innovate. The operators' capacity to acquire knowledge from diverse sources affects their capacity to engage customers in new ways, increase income, improve processes, introduce new services and modify products.

#### **<sup>54</sup>The Role of Technology Incubators in Fostering Technology Entrepreneurship in Africa: A Nigerian Case Study**

*Patrick Giwa, Royal Holloway University of London, UK*

*Email: Patrick.giwa.2014@live.rhul.ac.uk*

The technology entrepreneurship process involves discovery of opportunities, idea generation, product development and launch of a new technology venture, product or service. Although technology ventures are acknowledged to be significant drivers of technological and economic growth, they are prone to high failure. Technology Incubators seeks to ease the high failure rates of technology ventures by providing the necessary resources for tenant ventures to thrive and succeed. This paper outlines a relationship model between technology incubators and the technology entrepreneurship process particularly in a developing country.

### **<sup>55</sup>Netnography of Online Shopping Experience Dimensions in an Emerging e-retailing Market**

*Ernest Emeka Izogo and Chanaka Jayawardhena,  
University of Hull Business School, UK  
Email: e.e.izogo@2014.hull.ac.uk*

In this paper, a comprehensive and integrated framework of online shopping experience was developed from an emerging market viewpoint. A netnographic research method was utilized. 284 experiential reviews of two leading Nigerian e-retailers were content-analysed with the Nvivo software. We contribute to experiential consumption research in several directions. First, we identify that shopper's affective and cognitive states leads to a four experiential outcomes, which we name: internal responses, external responses, repurchase intentions and WOM intentions. We also demonstrated that online shopping experience construct transcends the experiential attributes emitted by the company's website to encompass all post-purchase services-related experiential activities linked to the web patronage and includes both a perceptual and a behavioural component. We proposed a dynamic and comprehensive framework that reflects all phases of the consumer decision-making process while at the same time portraying the inseparability feature of services from the customer engagement theoretical viewpoint.

### **<sup>56</sup>Investigating the new ways of Doing Business: Disruptive Innovative Business Model in Emerging Markets**

*Kennedy Ezenwafor, Lagos Business School, Nigeria  
Email: kezenwafor@lbs.edu.ng*

In these extraordinary times, if any businesses should be disruptive in the emerging economies, they should implement any business model that proposes more for less! The paper uses the disruptive innovative business model to show that there are businesses setting the pace in emerging economies that challenges any ideology that offers less customer valuation in the region – *The Economist*. Five businesses at the bottom of the pyramid support the new trend: Safaricom's 'M-Pesa' in Kenya, Moringa Connect in Ghana, Flying doctors in Nigeria, Godrej & Boyce, and Tata Nano cars, in India. The model of these businesses has financial inclusive implications for those in the bottom – At the bottom of the pyramid.

### **<sup>57</sup>Information and Communication Technology and Firm Competitiveness: Evidence from South African Small and Medium Sized Enterprises**

*Sinfree Gono, Gül Berna Özcan and G. Harindranath  
Royal Holloway University of London, UK  
Email: Sinfree.Gono@rhul.ac.uk*

Over the past few decades' information and communications technologies (ICT) have become an ingrained fabric of businesses, and researchers, policymakers and practitioners have all recognised the role ICT can play in helping Small and Medium Sized Enterprises

(SMEs) to achieve competitive advantage. Nevertheless, most SMEs suffer from an inability to effectively implement ICT in their firms and there are many challenges to overcome especially in the context of developing countries. This paper investigates how SMEs can use ICT to achieve competitiveness by examining their role in the manufacturing and logistics sectors of South Africa through a mixed methods approach. The study develops a 'Firm-Market- Regulation' (FMR) framework to present the implications of using ICT for competitiveness in these sectors there by contributing towards a growing understanding of how SMEs can use ICT to leverage their resources and achieve competitive advantage.

#### **11:15 - 12:30 Parallel Sessions**

##### **Corporate Responsibility, Sustainability and Governance in Africa**

*Session Chair: Ijeoma Nwagwu, Lagos Business School, Nigeria*

*Venue: Arusha Syndicate Room*

##### **<sup>58</sup>Corporate Social Responsibility and Business Value of Multinational Companies Operating in Sub-Saharan Africa Environment: Any Lessons to Learn?**

*Alex Anlesinya and James B. Abugre, University of Ghana, Ghana*

*Email: jbabugre@ug.edu.gh*

The issue of Corporate Social Responsibility is gaining attention among scholars as a new approach for businesses to independently take actions that lead to better levels of societal development as well as higher value creation for the business, particularly in developing countries. Thus, the purpose of this study is to examine the relationship between CSR and Business value of MNCs in Sub-Saharan Africa. The study adopted quantitative research methodology and using multiple regression analysis, findings show that CSR can positively and significantly predict business values in the multinational subsidiaries. These values include direct (economic value) and indirect business values such as human capital value and reputational business value. This study therefore, recommends MNCs operating in Africa to enhance their social actions and business strategy development on CSR. CSR must not be regarded as a cost centre, but an investment instrument that can accrue various dividends such as improved financial status, better human capital outcomes and attractive corporate reputations.

##### **<sup>59</sup>Corporate Social Responsibility in Ghana: Themes, Empirical Evidence and Gaps for Future International Business Research**

*Frederick Avornto, Ibn Kailan Abdul-Hamid, Robert Hinson, University of Ghana, Ghana*

*John Kuada, Aalborg University, Denmark, Felix Asante, University of Ghana, Ghana*

*Email: ibnkailan@gmail.com*

Research into Corporate Social Responsibility (CSR) in Ghana has seen increased scholarly attention but CSR and International Business in Ghana appears nascent. This paper therefore reviews existing literature backed by empirical evidence with the objective of identifying gaps and developing a framework to guide future research in CSR and IB. The paper



underscores the impact of varying and conflicting interests of host and home nations as well as international standards on IBs and applies impression management theory to develop a framework for future studies in the subject area in African and emerging economies.

#### **<sup>60</sup>The Evolution of Sustainability: A Development Analysis**

*Oyinkansola Ige and Olutayo Otubanjo, Lagos Business School, Nigeria*

Email: [oige@lbs.edu.ng](mailto:oige@lbs.edu.ng)

The review of literature reveals the preponderance of knowledge on the planning, management, measurement and value of sustainability. However, most of these studies do not give a developmental analysis of the evolution of the concept. This paper fills this gap by providing a detailed analysis of how sustainability came to being, the factors that triggered its development and an update on where it stands today. In order to accomplish this goal, this paper presents a conceptual analysis of six interconnected eras namely 'Post WWII', 'Stockholm', 'Brundtland', 'Rio', Kyoto and 'corporate sustainability'. These, on the one hand, give insight into how sustainability evolved, and on the other, add to existing academic literature by setting the boundaries for a deeper understanding of sustainability – especially what it is and what it is not. In addition, this study presents a framework of triggers and responses that give a comprehensive analysis of environmental catastrophes and the nature of institutional responses to these events.

#### **<sup>61</sup>Sustainability of Chinese Railway Projects in Africa: A Study in Progress**

*Ulf Henning Richter, Tongji University, China*

Email: [ulf.richter@tongji.edu.cn](mailto:ulf.richter@tongji.edu.cn)

Majority of the rail system in Africa have their root in the early 20th Century during which the European colonial power built railways to aid military movement and the transportation of goods produced in the mining and farming operations. Due to attainment of independence, railway networks were broken up. In this Case study of Abuja, Nigeria, Railmass Transit Project (Lots 1a & 3), we analyse the project, looking at the financing, challenges and benefits.

#### **<sup>62</sup>Impact of Consumers' Community and Individual Dynamics on Financial Inclusion in Nigeria**

*Olayinka David-West, Immanuel O. Umukoro and Omotayo Muritala,*

*Lagos Business School, Nigeria*

Email: [uimmanuel@lbs.edu.ng](mailto:uimmanuel@lbs.edu.ng)

As world economies battle closing financial exclusion gaps, Nigeria has through her apex bank (CBN) and national financial inclusion strategy (NFIS) set an 80% financial inclusion target by 2020. While financial inclusion level across the adult population is reportedly at 60%, attaining 80% inclusion by 2020 is a daunting task especially in a country where financial exclusion gaps vary across consumer dynamics. The study thus investigated the influence of consumer dynamics on financial access status of adult Nigerians in order to

provide empirical evidence for policy and product design aimed at facilitating macroeconomic growth, use of credit and financial products as tools for regulating the market and overall economic system. Secondary data from Intermedia's Financial Inclusion Insights (FII) 2014 national was employed with a total of 6000 responses analysed using a discrete probit regression model to ascertain the influence of consumer dynamics on financial inclusion. Consumers' age (15–34 years), north-east and north-west regions, unemployment, and marital status predicted financial exclusion. Only higher education, secondary education, urban location, gender (male), south-east region, and household size positively influenced financial inclusion. The study highlights a tripartite relationship among financial inclusion, employment and income as the building block towards closing financial exclusion gap.

**<sup>63</sup>The Market for Corporate Control and Shareholder Versus Stakeholder Models: Whither Developing and Emerging Market Economies?**

*Kalu Ojah and Euphemia Godspower-Akpomiemie, Wits Business School, South Africa*

*Email: euphemia.ifeoma@gmail.com*

We argue that there exists a continuum of global corporate governance forms, with two prototypical models at each end of that continuum – the shareholder and the stakeholder models, and that emerging market economies' corporate governance forms sit within that global continuum. We also argue that emerging economies' governance forms' placement on the continuum informs the extent to which these countries can rely on “the market for corporate control” as the main external reinforcing mechanism for eliciting the benefits of corporate governance. Our analysis confirms the placing of US and Germany as best representing shareholder and stakeholder models, respectively, among developed economies. Emerging economies' corporate governance forms, as hypothesized, line up along the mapped global continuum, with 6 of the 9 sample emerging market countries' governance forms unsurprisingly leaning heavily towards the stakeholder (relationship) model. The rest sit in the middle or lean towards the shareholder model. Our conclusion is that all corporate governance forms, including those of emerging economies, can use “the market for corporate control” as an external mechanism for eliciting the “goodies” from corporate governance. However, given the overbearing and/or inefficient nature of the relationship partners – i.e., government or few families of the ruling elites in the corporate space of these emerging economies, highly independent and effective organized financial markets should be cultivated to enable or enhance the efficacy of corporate governance in these countries. Until that independence is attained, additional relevant reinforcing mechanisms should be considered in the interim.

**11:15 - 12:30 Parallel Sessions**

**Strategic Human Resources Management in Africa**

*Session Chair: Yetunde Anibaba, Lagos Business School, Nigeria*

*Venue: Zambezi Syndicate Room*

**<sup>64</sup>The Effect of Task-Specific Human Capital and Firms' Complementary Resources on Individual Performance**

*Ebes Esho, Lagos Business School, Nigeria*

Email: eesho@lbs.edu.ng

Extant studies of human capital in strategic management often emphasize the human capital capable of constraining an individual's mobility with little recourse to the nature of human capital. In this study, I examine the task-specific nature of human capital and how it affects individual performance. My results show that individual performance is indeed driven by the levels of task-specific human capital, firms' complementary resources, and motivation. I also find that resource complementarity only exists between firms' complementary resources and the human capital that has been developed within firms. These findings suggest that all workers, not just "stars", may be unable to replicate their performance across firms.

**<sup>65</sup>The Nexus Between Talent Management and Organizational Commitment: An Empirical Evidence of a Private University in Southwest Nigeria**

*Folakemi Ohunakin, Anthonia Adeniji, Covenant University, Nigeria;*

*Dayo Akintayo, Osun State University, Nigeria*

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Sustainability of organizational activities depends largely on the commitment of the talented workforce involved. Talented employee's organizational commitment lies on talent management practices embraced by the management of such an organization. This empirical study seeks to establish the relationship between talent management practices (talent attraction, talent development and talent retention) and organizational commitment (affective commitment, continuance commitment and normative commitment). Six (6) point Likert scale questionnaires were administered to the members of faculty of the University identified for the study. The data gathered were analyzed and results revealed positive significant relationships between talent management practices and organizational commitment. Talent development was identified by Friedman Rank correlation as the most predicting factor of faculty's organizational commitment. It was thus recommended in the study, that management of organizations should create enabling environment through various strategies such as wage increase, good working condition and incentives etc., in order to combat the high rate of turnover confronting educational sector of the economy. Areas for further studies were also suggested.

**<sup>66</sup>Epistemic Reflections on the Traditional Perspective of the Informal Sector in Developing Countries: Evidence of the Failure of Its Transient Predictions in Nigeria**

*Rahim A. Ganiyu, University of Lagos, Nigeria;*

*Odunayo B. Ani, Leeds Beckett University, United Kingdom*

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Nations' competitiveness is not merely insufficient income or resource endowments, rather deficiency of wide-ranging capabilities, including productive and technical capabilities,

infrastructural standing, tacit knowledge, and entrepreneurial capacity among others. Unfortunately, economic growth over the last decades in most developing nations has been sustained largely by factor reallocations rather than productivity enhancement, which has propelled the syndrome of “jobless growth”; hence, the increasing number of informal sector. Contrary to the predictions that the informal sector in developing countries is marginal and exhibits tendency to disappear as most of these nations’ experienced satisfactory level of economic development. The informal sector has not only increased in intensity; it has grown to dominate economic activities in developing countries. The purpose of this paper is to examine the epistemic reflections of the traditional view of the informal sector in developing countries vis-à-vis evidence of the failure of its transient predictions in Nigeria. To achieve the objectives of this paper, systematic review of literature on these issues were presented and discussed. The paper revealed that the growth of the informal sector has occurred in connection with declining productivity performance in Nigeria resulting to rising economic depression, growing unemployment and poverty level among others. Additionally, the informal sector has been generally neglected and has suffered severe discrimination in a number of important dimensions; hence, there is absence of proactive policy framework and political will to propel the transition of the informal sector into formal economy. Against the aforementioned backdrops, the paper concludes that though, the informal sector is neglected, it has however, come to be a key components of the Nigeria economy. Similarly, against the apparent economic challenges presently ravaging the country, the informal sector will continue to stand its ground. The paper recommends promoting equitable linkages between the informal and the formal sector through appropriate inclusive policy framework with a view of increasing the wider development implications of the informal sector initiatives, as well as the political and institutional barriers that impede its activities and growth.

**<sup>67</sup>Development and Reliability Analysis of an Employee Engagement Factor Model: Identifying Correlates and Key Drivers of Employee Engagement**

*Odiase O. Nathan, University of Lagos, Nigeria*

*Email: nathanosas@gmail.com*

Employee engagement has been conceptualized and approached using various models. This study does a detailed analysis of these employee engagement models and develops a two factor model that gives a holistic and eclectic perspective of employee engagement. The two factor model developed from the principal component analysis was Emotional Affiliation and Intrinsic Motivation. It also identifies four key drivers of employee engagement including Organizational Culture, Reward Structure and Development Opportunities, Work Inclusiveness and Work Flexibility. Employee engagement was also found to correlate with age, job seniority and length of service in organization.

**<sup>68</sup>Human Resources for Health: Addressing the Challenges in African economies**

*S. Akinmayowa Lawal, Olabisi Onabanjo University, Nigeria*

*Email: sakinlawal@gmail.com*

In African economies, there exist several challenges which include that of human resources

for health. Across the continent, health systems are weak and tend to underperform leading to high burden of diseases, increased infant and child mortality, lack of access to health care, underutilization of health services even where available and poor quality of care. All these affect both the *structures of healthcare* and the *agency of healthcare* within Africa. Although several studies have shown that the human resource for health challenges affects Africa the most amongst other continents of the world, which in turn hinders the economic activities and livelihoods. However, the resilient nature of the African continent depicts that solutions for its human resources for health challenge lie within the continent itself. A critical review on existing literature on human resources for health in Africa was carried out. This paper addresses the human resources for health challenges facing economies of Africa. The paper argues using a resilient health systems framework to proffer useful solutions to the human resources for health challenge. The paper also highlights how social and structural determinants of health impacts on the lives of Africans and why public-private partnerships for health care must be widely explored to find additional solutions to the human resources for health challenge. The paper concludes that to address the human resources for health challenge in Africa, there is need for restructuring of the health systems of many economies to meet the needs of the people based on the everyday realities in their various multicultural societies.

#### **<sup>69</sup>Integration of Knowledge Transfer and Strategy in MNEs**

*Joan Lilian Ogendo, The Catholic University of Eastern Africa, Kenya*

*Email: joan\_lilian@hotmail.com*

This paper suggests an integrative framework for research on knowledge transfer, strategy, and external environment on organizational performance relationships. The proposed model has four variables. First, the modes of knowledge transfer conceptualize the aspects of socialization, internalization, externalization and combination as the intervening variable. Secondly, strategic actions conceptualize the aspects of product development, market development, market penetration and diversification as the independent variable. Environmental dynamism conceptualizes the aspects of industry environment, macro environment and micro environment as the moderating variable. Organizational performance conceptualizes the balanced scorecard aspects of financial, customer marketing, internal business processes, learning and growth; social and economical perspectives as dependent variable. The researcher proposes a study in the context of Multinational Enterprises including the Emerging Economy MNEs.

#### **13:15 – 14:45 Parallel Sessions**

##### **Marketing and Consumers in International Business**

*Session Chair: Nathaniel Boso, University of Leeds, UK*

*Venue: GTBank Classroom*

#### **<sup>70</sup>Investigating Kenyan Millennial Consumer Attitudes Towards Foreign Advertisement of Local Products**

*Zephania Opati, Jomo Kenyatta University of Technology and Agriculture, Kenya*  
*Email: zopati@riarauniversity.ac.ke*

One of the major dilemmas facing global and international organizations is whether to standardize their advertisements or tailor make their advertisement copy to suit the local needs of each market. As such many organizations can transfer the use of an advertisement from one country to another. The question is whether such a strategy is effective? Mostly an advert is picked or developed from a powerhouse in the region and disseminate to other areas. Some local population that may accept that advertisements due to familiarity and cultural tolerance and is it really effective. Is it becoming easier for these companies target millennial who seem to have a global culture? This paper looks at the effectiveness of foreign advertisement targeted towards the millennials in Kenya. The research was aimed at the millennials. The findings show that a one unit increase in culture perceptions holding other factors constant will cause the advertisement acceptability to increase by 28 %. If advertisers increase the advertisement liking factors *ceteris paribus* then the advertisement effectiveness increase by 56%. If advertisement would increase foreign content like the models in the advertisement, then its effectiveness is likely to increase by 2% *ceteris paribus*. The finding also revealed that 53% of the respondents prefer English while the 23 percent prefer Kiswahili as a mode of communication in advertisement aired in Kenya. 33% of the respondents did not like the sexual images posted on foreign adverts while 39.1 percent of the respondents were of the opinion that sexual images posted on foreign advertisement were of no problem to them. For the model 48.3% preferred a Kenyan model than a foreign while 40.6 % were comfortable with either a Kenyan or a foreign model. Only 13% preferred a foreign model to a local one. 46.3 percent of the respondents were of the opinion that they preferred a local advert that foreign one as 27 percent preferred a foreign advert than a local one.

#### **<sup>71</sup>The Role of Sensory Marketing in Achieving Customer Patronage in Fast Food Restaurants**

*Chioma Ifeanyichukwu, Nnamdi Azikiwe University, Nigeria*  
*Email: cd.ifeanyichukwu@unizik.edu.ng*

Sensory marketing is regarded as a new way of making organizational profit. Less time and more school/work hours have made people pop into a fast food restaurant on a daily basis. More and more restaurants are employing stimuli of Scent, Sound, texture, vision and taste to build stronger emotional connections with the customer and drive preference to their brand. A quick look at our environment gives one a clearer picture of these fast food restaurants and one begins to wonder why they spring up in great numbers, thus intensifying competition. This study aims at examining the relationship between human senses/ sensory cues and customer patronage. Also, it seeks to find out how fast food restaurants should apply sensory cues to enhance customer patronage. 150 regular customers of Nourisha fast food restaurant in Awka were used as respondents and structured questionnaire was administered to elicit the required information from the respondents. Multiple regression was used to test for the significance of the five hypothesis proposed for the study. Results showed the powerful and tremendous effect of the concept

of sensory marketing which is inevitable for the success of a firm in this highly competitive market.

### **<sup>72</sup>Moral Coupling Revealed: An Analysis of Consumer Self-Relevance and Transgression Relevance on Brand Opposition Post Brand Wrong-Doing**

*Segun Shogbanmu, Ogochukwu Anwuzia, and Olutayo Otubanjo, Lagos Business School, Nigeria*  
Email: sshogbanmu@lbs.edu.ng

According to extant literature, when brands or public figures that endorse brands engage in wrong doings or acts of transgression, a critical concern on the mind of consumers is the relevance of such a transgression (transgression relevance) to the core service provided by the brand (Aaker, Fournier, and Brassel, 2004; Bhattacharjee, Berman, and Reed II, 2013). If the transgression is not related, a consumer may turn a blind eye to such acts. However, this research seeks to establish that more important to determine a consumer's reaction is self-relevance, the relevance of such an act to the personality that a consumer seeks to portray of self-using that brand as a vehicle. If association or continued patronage of such brand would have harmful impact on the perceived image (self-relevance) of the consumer, the consumer is likely to react negatively by detaching self (brand opposition) from such association through a reasoning process that combines judgement of morality and that of performance called *moral coupling*.

### **<sup>73</sup>Facilitating Export Marketing via Websites: The Case of the Ghana Export Promotion Authority (GEPA)**

*Ibn Kailan Abdul Hamid, Fred Avornyo, University of Ghana, Ghana*  
*John Kuada, Aalborg University, Denmark, Robert Hinson, University of Ghana, Ghana*  
Email: ibnkailan@gmail.com

There are several avenues for export marketing including website utilization. This study examined the use of website by the Ghana Export Promotion Authority (GEPA) to facilitate export marketing in Ghana. A qualitative research approach was adopted where data was taken from the GEPA website. The study found that GEPA provides information about export firms in Ghana. All export firm information provided by GEPA were either inadequate or inaccurate, although we identified some attempts by GEPA and export firms to influence the perceptions of prospective clients. Some of impression management tactics identified to be utilized by GEPA are ingratiation, exemplification and self-promotion. GEPA should consider developing a clear electronic business/marketing strategy in order to reduce the inaccuracies identified in relation to their exporter directory. This might improve the perceptions of prospective clients about GEPA and increase the number of visits to the GEPA website for export-related information. Even more profoundly the non-traditional exporters listed on the GEPA website will stand a better chance of improving their export fortunes via the internet if GEPA plays a better supervisory role in assisting them put relevant and up-to-date information on their websites.

**<sup>74</sup>Health branding and consumer purchase decisions: the mediating role of electronic Word-of-Mouth (eWOM)**

*Oluwayemisi Olomo and Olutayo Otubanjo, Lagos Business School, Nigeria*

*Email: oolomo@lbs.edu.ng*

The application of branding techniques to health is a relatively new phenomenon – one which is growing in frequency due to a number of factors namely: increased competition in the healthcare industry, the movement of more baby boomers into the mature market segment (Dobele and Lindgreen, 2011; Kemp, Jillapalli & Becerra, 2014) and the growing rise of risky behaviours (e.g. smoking, using illicit drugs, alcohol abuse, unhealthy diets and risky sex) which are constituting a threat to the health of individuals and their societies (de Walque, 2014). In the field of brand management, scholars have attempted to advance academic understanding of health branding by proffering definitions (e.g. Anker et al. 2011, Evans and Hastings, 2008). However, a conceptual understanding of the health brand construct has not yet been provided. A lack of a conceptual basis for health branding has managerial implications, because even though managers are aware of the import of conveying the value of health to consumers, the mechanism by which this process takes place to produce desired outcomes (e.g. consumer purchases) remains poorly understood. Given this background, this study aims to advance the academic understanding of health branding by providing a conceptualization of the health brand construct. Furthermore, this study seeks to investigate the influence of health branding on non-health outcomes such as consumer purchase intentions. In view of this gap the question to be interrogated in this study is: How does a health brand influence the development of consumer purchase decisions through electronic word of mouth communications? This question will be answered at two levels: conceptually and empirically.

**<sup>75</sup>The Effects of Company Marketing Mix on Primary Pupils' Consumption Behavior: A Case of Brookside Dairy Limited School Milk Programme**

*Mary Ancillia, K. Murungi, Catholic University of Eastern Africa, Kenya*

*Email: mamurungi@gmail.com*

Children are some of the most influential consumers of milk products and they form part of the current and future consumers. This study sought to understand the effect of marketing mix on pupils' consumption behavior in Kenya. A total of 384 pupils were targeted and 262 responded successfully. A total of 20 class teachers were targeted and 13 responded successfully. The study found that packaging influence pupils' consumption behaviors as they perceive Brookside milk packaging makes it secure for drinking. They also found it user friendly and added that it adequately protects milk and preserve it to retain its real taste. Delivery convenience was also revealed to affect pupils' consumption behavior. This was reflected in the regular use (daily or weekly) of the product making pupils develop a habit or culture of milk consumption. This was reflected in the consumption levels where pupils wanted to drink more than 1 packet in a day. Pupils were found to have their preferred brand of milk- Brookside milk. This shows that Brookside milk has a higher capacity of satisfaction over other brands that were presented to the pupils. The other



Brookside milk brands presented to the pupils included Ilara, Tuzo, and Delamere. Pupils' consumption behavior was also indirectly affected by marketing and advertisements. Having experienced the product, when they saw it on the media they were able to identify with it and had a positive attitude towards it. Brookside Dairy Limited and other companies should embrace placement of their products and especially their flagship brands to be tested by the customers. Brookside and other companies should segment and grow markets that have both short-term and long-term considerations. Companies should take cognizant of social cultural factors and consider making appropriate choices that are congruent with societal norms and practices.

**<sup>76</sup>International Quality System Certification and New Product Performance: Moderating Roles of Home Market Institutional Development and Information Accessibility Cost**

*Nathaniel Boso, University of Leeds, United Kingdom;*

*Jie Wu, University of Macau, Macau;*

*Dayananda Palihawadana, University of Leeds, United Kingdom;*

*Jonathan Annan, Kwame Nkrumah University of Science and Technology, Ghana*

*Email: n.boso@leeds.ac.uk*

This study examines home and export market environment forces that condition the effect of international quality system certification (i.e. ISO 9000 certification) on new product performance. The study proposes that ISO 9000 certification acquisition alone does not lead to increases in the performance of new products in export markets. The study argues that the extent to which ISO 9000 certification enhances new product performance is contingent upon degree of home market institutional development and cost of accessing technical information about new products in export markets. Using a combination of survey and archival data from 208 manufacturing exporting firms in Ghana, the study finds that ISO 9000 certification adoption has a positive effect on international new product performance. The relationship is weakened when exporters perceive their home market institutions to be highly developed. However, the effect of ISO 9000 certification on new product performance is strengthened when export market customers find it increasingly costly to access technical information on new products. We discuss the theoretical and international new product management implications of these findings.

**13:15 – 14:45 Parallel Sessions**

**Entrepreneurship, SMEs and Informal Exporting**

*Session Chair: George Acheampong, University of Ghana, Ghana*

*Venue: Coca-Cola Classroom*

**<sup>77</sup>A Critical Incident Analysis of the Export Behaviour of SMEs: Evidence from an Emerging Market**

*Obi Berko O. Damoah, University of Ghana Business School, Ghana*

*Email: obiberko@gmail.com*

The garment and textile sub-sector is one of the priority sub-sectors of the Ghanaian economy that is targeted to reduce poverty and enhance attainment of the socio-economic prosperity of nation by the government. The reasons for this is because about 90% of actors in the sub-sector (i.e. both the workforce and the owner-entrepreneurs) are women. In the light of the government of Ghana's policy programmes, women are to play a significant role if the Ghana is to achieve its socio-economics goals. Consequently, whilst the garment and textile has benefited significantly from the support of the government aimed at boosting its export potential and enhancing its competitiveness, it is known to be one of the lowest export manufacturing from Ghana. Of the few firms that export from the sub-sector, this paper aims to identify and understand the critical incidents that trigger their export initiation as a critical case to inform policy and practice. The study is based on the qualitative multi case study research approach using 36 case SMEs to understand the theme. The critical incidents method was the the main analytical tool employed to understand the triggers from the perspectives of owner-managers. Based on the findings, conclusions are drawn while implications from the results for public policy and practice are suggested.

#### **<sup>78</sup>South African Entrepreneurial Chasms and Determinant Outcomes**

*Mathew Egu, Evelyn G. Chiloane-Tsoka, and S.A. Dhlamini University of South Africa, South Africa*

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Based on contemporary entrepreneurship literature, we investigate the impact of South African TEA rate on entrepreneurial attitudes and behaviour, using available secondary data over the years 2003-2014. The main finding of this study indicates that TEA rate is positively related to the GDP per capita and the unemployment rate in South Africa. The evidence provided in this study is consistent with the findings of prior studies. Furthermore, this study uses a generalised linear model to affirm the statistical significance of these relationships, and also ensured that spurious correlations did not impede the econometric estimation procedure.

#### **<sup>79</sup>Learning from the Past: Entrepreneurship through Apprenticeship for more Successful Outcomes**

*Henrietta Onwuegbuzie, Lagos Business School, Nigeria*

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This paper highlights the valuable traditional practice of apprenticeship, which effectively produced successful entrepreneurs, compared to today's high failure rate of start-ups. The paper allows a reflection on how business start-ups can become more successful by encouraging the practice of apprenticeship along with classroom learning. Current statistics show that 75-80% of most business start-ups tend to fail within the first three years. However, studies have shown that traditional methods of entrepreneurship, which are based on apprenticeship, record significantly higher success rates. Using the qualitative case study method, the paper provides researchers an opportunity to look into why hands-on learning tends to lead to more successful entrepreneurial outcomes, and to study what

combination of theory and hands-on learning, via apprenticeship, will lead to a higher rate of successful entrepreneurial ventures. The paper thus has significant implications for both research and practice. The paper also allows practitioners reflect on best practices in transmitting entrepreneurial skills.

#### **<sup>80</sup>The Role of E-Commerce in Increasing the Competitiveness of SMEs in Developing Economies: Evidence from Nigeria**

*Ignatius Ekanem and Gbolahan Emeka Abiade, Middlesex University, UK*

*Email: I.Ekanem@mdx.ac.uk*

The aim of this paper is to understand the role of e-commerce in increasing the competitiveness of SMEs in developing economies. The study adopts a qualitative methodology which involves in-depth, semi-structured interviews and direct observation in order to derive answers to such questions as 'why' the system is adopted and 'how' the developing economy conditions influence the system. The study suggests that the adoption of e-commerce by small businesses in developing economies enhances customer relations and satisfaction, global awareness of product and services, market expansion, reduced market costs and competitiveness. Other findings indicate that increasing access to the Internet and changing lifestyle enable the success of e-commerce in developing economies. The main implication of the study is that small business owners should be encouraged to adopt e-commerce in order to enhance their market expansion and global competitiveness. The study is limited to the extent that it can be generalised to a wider population of small businesses.

#### **<sup>81</sup>Nascent Entrepreneurship in the wake of Oil Price Decline**

*Ijeoma Priscilla Ugwuanyi and Henrietta Onwuegbuzie, Lagos Business School, Nigeria*

*Email: iugwuanyi@lbs.edu.ng*

While drop in oil price has been a global issue, it has affected nations' economies differently. For oil-dependent economies the effect has been very devastating. This research project is aimed at examining the behaviour of Nascent Entrepreneurs (Start-ups) in the face of major macroeconomic crisis such as the decrease in oil prices. The literature on the behaviour of Nascent Entrepreneurship show that the effect of a macroeconomic crisis may turn a positive or negative direction as it relates to the number of start-ups or start-up attempts. This study therefore seeks to study this phenomenon within the context of emerging economies, especially those economies that depend heavily on oil as its source of revenue. The Exit-Voice theory by Hirschman (1970) will be used to form the theoretical framework, it will also form a basis for formulating hypothesis. Further theory will be used to shed light on the founder's (of such start-ups) propensity to cease business operations (exit) as a result of the crisis or to carry out remedial action (Voice) to cushion the effect of the crisis. Variables such as the sectors in an economy that maybe affected positively or negatively will also be explored. The results of this study will add to the existing literature on Nascent Entrepreneurship especially from an emerging economy perspective. The study will also aid policy makers in designing intervention plans for Entrepreneurship in the face of major

macroeconomic crisis.

**<sup>82</sup>The Case of the Plaza Markets in Nigeria: The Impact Factor of the Retailer Real Estate and the 2015 Global Retail Development Index™ (GRDI)**

*Kennedy Ezenwafor, Lagos Business School, Nigeria*

*Email: kezenwafor@lbs.edu.ng*

The paper analyzes the prevalence of the Plaza-type retailer markets in Nigeria. The trends of the retailer real estate show that in Nigeria there are only 20 shopping malls with a total floor space of 350, 000 sq. m compared to South Africa with about 500 malls with aggregate floor space of 23, 000, 000 sq. m. In other words, the limited retail space of the formal shopping centers in Nigeria is reminiscent that indeed there are more plaza-types and other market retailer structures compared to the formal shopping malls. Also a country analysis of the 2015 global retail development index™ shows that although there is a high urgency to enter the Nigerian market, it ranks poor on market attractiveness. And although the country's market is not saturated, it seems to have the characteristics of a high risk for conducting business. These indexes, only suggest that although the country's market is promising, the strategy for entry into the Nigerian market should be a thoughtful one, particularly of the structural retailer investments. Also, Nigeria is a country with not a lot of high net worth individuals to suggest the investments in high impact shopping centers. The commercial activity of the plazas and the other retailer infrastructures seems to have benefited the economy, but, in these extraordinary times of online marketing, it may not be too easy to suggest the benefit of one over the other. Some suggestions for research and the projections for any new trend are part of the market research story.

**Thursday, 18th August 2016**

**15:00 – 17:00 Special Symposium on China-Africa Relations:  
Africa's Competitiveness and China's Investments in the African Continent**

*Organizers:* **China Europe International Business School (CEIBS) & LBS**

*Chair:* **Annette Nijs, CEIBS Executive Director**

*Venue:* **GTBank Classroom**



## Abstracts for Thursday, 18th August 2016

15:00 – 16:45 **Special Session on Internationalization of African Firms**

*Sponsor: Editors of the Special Issue of Thunderbird International Business Review*

*Chair: Nathaniel Boso, University of Leeds, UK*

*Venue: Coca-Cola Classroom*

### **<sup>83</sup>Internationalization of African Firms: Nature, Drivers, Outcomes and Boundary Conditions**

*Nathaniel Boso, University of Leeds, UK*

*Kevin Ibeh, Birkbeck, University of London, UK*

*Amon Chizema, University of Birmingham, UK*

*Ifedapo Adeleye, Pan-Atlantic University, Nigeria*

This special issue call for papers is an attempt to draw scholarly attention to interesting and challenging research themes on African firms investing in the global economy. To this end, this call seeks manuscripts that help enrich scholarly understanding of how conditions in Africa help explain the nature, drivers, outcomes and boundary conditions of internationalization behavior of African firms. Studies that examine international business activities of African firms of all sizes (including micro, small and large multinational enterprises) and ownership forms (e.g., state-owned, privately-owned, private-public partnership enterprises) are welcome. We welcome both conceptual and empirical (quantitative, qualitative or mixed method) papers that address the following research questions or topics:

1. Do African firms exhibit unique internationalization behaviors that can help extend extant IB theory?
2. What are the motivations for, and outcomes of, Africa-to-Africa internationalization strategy?
3. Do similar-aged African multinationals internationalize in the same manner as other emerging market or developed economy multinationals?
4. Do African foreign direct investors emphasize different factors than non-African investors in deciding if and how to invest in Africa?
5. Do African multi-continental and global players emphasize different factors when investing in Africa than non-African countries?
6. What are ownership advantages in the context of intra-African Foreign Direct Investment (FDI)? How can internationalizing African firms help broaden the concept of ownership advantages?
7. How do the springboard and linkage-leverage-learning perspectives apply to internationalizing African firms?
8. To what extent do colonial heritage influence location decisions of internationalizing African firms? Do regional economic blocs (e.g. Economic Community of West African States) and trade agreements play a role in the international location decisions of internationalizing African firms?

9. What kinds of resources and capabilities do African firms need to internationalize rapidly?
10. To what extent can managerial network ties help or hurt internationalization of African firms?
11. Do rapidly internationalizing African firms perform better than their counterparts that follow a more gradual process of internationalization?
12. How do institutional conditions in African markets help African firms penetrate and grow in foreign markets with similar conditions?
13. How do industry-, country-, sub-regional-, regional-specific or firm-specific factors condition the international performance effects of international strategies of African firms?
14. What role does stakeholder engagement play in the internationalization of African firms?
15. Can international companies operating in African markets enhance their performance by being good corporate citizens? Does commitment to corporate social responsibility (CSR) and sustainability initiatives translate into positive financial results in Africa? What factors moderate the impact of CSR and sustainability strategies on performance for internationalizing African firms?

#### **<sup>84</sup>Why Non-Exporters Choose to Remain Concentrated on the Domestic: An Empirical Evidence from a Developing Country**

*Obi Berko O. Damoah and Anita Anima Daniels, University of Ghana Business School, Ghana*  
 Email: obiberko@gmail.com

Compared to the literature on SMEs' exporting activity, little is written on the behaviour of non-exporting SMEs. The scant literature on the behaviour of non-exporter has focused on three lines of research, namely: the difference between exporters and non-exporters (characteristics of exporters and non-exporters; studies that focus on the non-exporters' perceptions about the factors that trigger export initiation/export stimulating and studies that focus on the non-exporters' perceptions of the problems exporters encounter (perceived export barriers by non-exporters). This study builds on the last two, but its main contribution is that instead of merely exploring the non-exporters' perception of export initiation factors and the perceived barriers to export, it explores the number of non-exporting firms that have experienced any actual exporting event leading to the initiation of export business, including the type of barriers (real barriers) that prevent such firms from initiating export business and their perceived barriers to exporting. The study is based on a qualitative case study of 33 non-exporting firms from the garment and textile sub-sector of Ghana. Using the thematic and the content analysis as the main analytical tools, the results showed that 14 out of the 33 non-exporters have actually encountered three of the six critical exporting events which have catapulted their counterparts' exporters to initiate export business, but failed to seize the opportunity to export. Lack of skilled personnel, lack of appropriate equipment and the preconception that one's current business is too small for export business, including the lack of entrepreneurial spirit prevent most non-exporters from taking advantage of exporting events to become exporters. The negative perception of the export market and the lack of funding for export business were among the barriers the non-exporters from Ghana perceived to export business and so keep them focused on the

domestic market. The implications of the findings on policy and practice are suggested

**<sup>85</sup>Developing Structural Models to Study the Internationalization of Nigeria's Rural Entrepreneurs**

*Kenny Odunukan, Gary Bosworth and Mahfuzur Rahman, University of Lincoln, UK*

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In today's global marketplace, rural entrepreneurs are increasingly looking at internationalisation strategies to boost profitability and competitiveness. However, challenges such as limited capital, a shortage of expertise or international experience, cultural differences and improper record-keeping all hinder rural entrepreneurs from entering international markets. Such resource constraints make internationalisation a complex and challenging strategic decision for rural entrepreneurs. This is especially pertinent in Sub-Saharan Africa where rural SMEs are among the lowest performers in global international markets. Therefore, this paper presents three structural models to assess barriers, drivers and potential impacts concerning the internationalisation of rural entrepreneurs in Nigeria.

**<sup>86</sup>Emerging Multinationals' Outward Investment from Africa to Africa – A Case Study of the Political Strategy of Dangote Group**

*Olawale Ajai, Lagos Business School, Nigeria*

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Intra-African investment is now being viewed as a vital spur to sustainable development and a logical part of the move to regional economic and political integration. Outward investment by emerging African multinationals is increasing. One of the most spectacular cases is that of Dangote Group which has become in a very short time a true African multinational now going global. The story of the Group is closely linked to the entrepreneurial, strategic and political – networking skills of its founder, Aliko Dangote. This paper focuses on the strategic political activity and strategies that made a way for its rapid expansion across Africa. This paper reviews literature, web and qualitative data and undertakes primary research in order to study the concepts, practice and impacts of 'Business diplomacy' and 'Corporate political Activity' of the Group and by extrapolation, African businesses in regional markets. It concludes in part that we must not be oblivious of the need to be wary of corporate deviant behavior in the eagerness to encourage direct investment and socio economic development.

**<sup>87</sup>Escape Outward Investments (EOI) and Nigeria's Institutional Environment: A Super Highway or an Invisible Death-Trap?**

*Adebisi Sunday Abayomi and Olarewaju Adeniyi Damilola, University of Lagos, Nigeria*

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A cursory look may suggest that Nigeria's outward foreign direct investment (OFDI) is on a super highway due to sustained upward increase, however, deeper empirical evaluation



show that perhaps an invisible death-trap lie ahead. Traditional OFDI theories have advanced a number of international investment motives for an organisation – resource-seeking, market-seeking, efficiency-seeking and/or innovation-seeking. Firm-specific advantages such as possession of ownership, location and internalisation advantage, and industry conditions also tend to influence OFDI. However, it appears the conventional OFDI theories do not fully explain the continuous increase in outward investments of a developing African country like Nigeria. Relying on aggregate country-level data, the relationships between OFDI and home country factors such as institutional environment, infrastructural development, trade liberalisation and economic development were empirically examined using ordinary least squares regression technique. The overall goodness of fit of the long-term model appears satisfactory and presents interesting contribution to the literature on OFDI. Nigeria's increasing OFDI seem to be a result of weak home country institutional environment and poor state of infrastructures. It is argued that weak institutions and poor infrastructures impose extra production and transaction costs on organisations, which contribute to them being competitively disadvantaged. Escape outward investments (EOI) to other countries may therefore become a realistic way of avoiding competitive disadvantages. It is advanced that as more EOI occur, domestic investments may become stifled leading to invisible death-traps such as unemployment and unproductivity. Managerial and policy implication are discussed.

**<sup>88</sup>An Exploratory Research into Entrepreneurial Orientation: A Study of Nigerian SMEs Internationalization Preparedness**

*Isibor J. Ebeigbe, University of Benin, Nigeria;*

*John McAulay, Sheffield Hallam University*

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In emerging and developing economies, small and medium-sized enterprises (SMEs) are known to generate a substantial amount of revenue and earnings due to their ability to embrace risk taking endeavors in light of uncertainties. Crucial to this role performed by SMEs is the strong commitment of business owners and top management at pursuing entrepreneurial endeavors from seizing opportunities both from within and outside the firm's business environment. SMEs have an even larger potential to develop and boost employment, and guarantee more adequate industrial development for any nation. World trade liberalization and economic globalization in world business of today has resulted to the need for SMEs to improve on productivity and efficiency while also adapting to new market trends, product quality innovations, technical know-hows and managerial competencies; all of which is achievable from having a strong entrepreneurial orientation (EO) resolve. This study is focused on addressing issues concerning EO for SMEs looking at possible gains from new business endeavours outside the Nigerian emerging market. In particular, it centres on Nigerian SMEs preparedness to embark on internationalization of business undertakings with owners/managers of Nigerian SMEs being the target group for this research study. EO remains quite an unexamined research area in developing and emerging markets of Sub-Saharan Africa with there being a neglect in literature on the EO construct application to SMEs research on internationalization preparedness (IP) for

Nigerian SMEs. Nigerian SMEs have unsurprisingly failed to adequately perform its function as a leading provider of labor especially for the private sector due to negligence in promoting entrepreneurial competencies in its entrepreneurship development programs. Hence, for this study, EO can prove useful to those seeking best business performances, ascertain their internationalization preparedness and enhance opportunities at expanding.

**<sup>89</sup>Unsuccessful Internationalization of Retail Firms in Tanzania**

*Felix Nandonde and John Kuada, Aalborg University, Denmark*

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This paper explores unsuccessful retail internationalization (RI) in Africa with focus on Tanzania. This paper analyses the main reasons for the RI failure of the retailers from developing countries who attempted to enter Tanzanian market but the concept can be generalized to other countries in Africa. This study utilizes institutional theory to examine the failure international retailers moving from one developing economies to another developing economy. The study employed case study qualitative interviews from retailers, suppliers and employees from Tanzania. The findings suggest that the factors that limit the success of RI in Tanzania include: local suppliers boycott to trade with international retailers, high cost of doing business, lack of information, government intervention and employees theft. Factors that support RI include institutional supports and legal flexibility.

**<sup>90</sup>The Internationalization of African Banks: Lessons and Policy Implications from Ecobank's Pan-African Expansion**

*Ifedapo Adeleye, Franklin Ngwu, Nkemdilim Iheanachor, Jennifer Okonkwo, Lagos Business School, Nigeria; Theresa Onaji-Benson, Federal University Lafia, Nigeria*

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The growth and expansion of African banks across the continent has been aggressive and spearheaded primarily by banks from Kenya, Morocco, Nigeria and South Africa. For example, Ecobank, by far the largest African Bank in terms of physical presence, tripled its affiliate network in Africa between 2000 and 2015 from 11 to 36 countries. Nigeria's United Bank for Africa expanded from just 1 country to 19, while Morocco's Attijariwafa Bank and BMCE went from 1 to 12 countries and 2 to 18 countries respectively. This paper contributes to the knowledge on internationalization discourse of African firms by drawing from the experiences and expansion strategy of Ecobank. Ibeh et al (2012) reviewed 54 research papers which studied the internationalization of African firms, none of the reviewed works was on the banking industry, with most studies focused on the manufacturing industry. This paper, therefore, contributes to the dearth of literature in this area of International Business. In addition, Ecobank is a worthy case study because it has the largest geographical footprint compared to other cross-border banks. Ecobank is also systematically important in quite a number of countries. It holds more than 10 percent of the banking assets in 13 of its 36 countries of operations, particularly dominating Liberia and Guinea where it holds around 40 percent of total assets. (Beck et al, 2014). Therefore, understanding Ecobank's strategies would expand our knowledge of the internationalization of African banks.

# Conference Gala & Awards Ceremony





## Distinguished Awardees



**Prof. Yaw Debrah (M) | Swansea University, UK | Distinguished Scholar Award**



**Prof. Elizabeth Rose (R) | University of Otago, NZ | Distinguished Service Award**



**Dr. Chris Ogbechie (R) | Pan-Atlantic University, Nigeria | Distinguished Educator Award**

**Friday, 19th August 2016**

**AIB-SSA 2016 Paper Development Workshop**

*Time:* 09:00 – 15:00

*Venue:* **Coca-Cola Classroom**

*Workshop Leaders*

**Prof Elizabeth Rose** | University of Otago, New Zealand

**Prof Lilac Nachum** | Baruch College, City University of New York, USA

**Prof. Yaw Debrah** | Swansea University, UK

**Prof Gül Berna Özcan** | Royal Holloway University of London, UK

**Dr Nathaniel Boso** | University of Leeds, UK

**Dr Bongo Adi** | Lagos Business School, Nigeria

**Dr Ellis Osabutey** | Middlesex University, UK

**Dr Ulf Richter** | Tongji University, China



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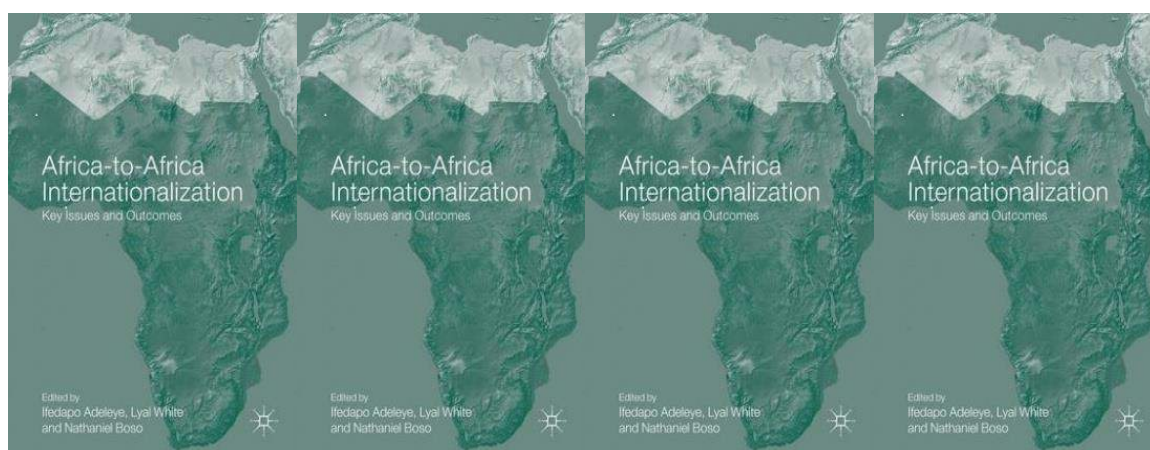
**Theme: The Contribution of MNEs to Building Sustainable Societies**

**Submission Deadline: NEW DEADLINE November 15, 2016**

**Program Chair:** Sarianna Lundan, University of Bremen, Germany ( [2017chair@aib.msu.edu](mailto:2017chair@aib.msu.edu) )

**Call for Papers:** <https://aib.msu.edu/events/2017/callforpapers.asp>

## AIB-SSA Palgrave Macmillan Book Series Volume 2 Launched!!



Highlighting an important emerging trend in FDI to Africa, this book consists of important contributions focusing on an increase in trade and investment between African countries. An area that until now has received little attention, this volume aims to define the key issues and explores the challenges and outcomes that have characterized Africa-to-Africa internationalization, providing guidance on directions for future research. *Africa-to-Africa Internationalization* includes both conceptual and empirical contributions, illustrating the practical issues in intra-African trade and investment. Providing readers with a deep sense of the realities and challenges of cross-border investments within the region, the cases included in the book are useful pedagogical materials for faculty members interested in teaching international business in the African context.

### 1. **Africa-to-Africa Internationalization: Emerging Trends and Key Issues**

*Nathaniel Boso, Ifedapo Adeleye and Lyal White*

### 2. **Africa-to-Africa Internationalization: Future Trends and Research Avenues**

*Ifedapo Adeleye and Nathaniel Boso*

### 3. **Examining the Factors Influencing the International Expansion of Nigerian Banks**

*Ebimo Olumide Amungo*

### 4. **Corporate Political Activity and Intra-African Foreign Direct Investment: Evidence from Uganda's Electricity Industry**

*Charles Mbalyohere*

### 5. **Inward Internationalization of Hotel Services: Evidence from Ghana**

*Emmanuel Kofi Adjei*

### 6. **The Nigerian Beer Wars: SABMiller's Entry into the Nigerian Brewing Space**

*Nkemdilim Iheanachor and Chris Ogbechie*

### 7. **Sasol's Changing Landscape in and with Mozambique**

*Lyal White and Dianna Games*

### 8. **NGN Telecoms Re-Entry into Kenya: The Power of Perseverance**

*Amanda Bowen, Stephanie Townsend, Jose Barreira and Claire Beswick*

### 9. **Equity Bank's Internationalization: Building an African Multinational**

*Chris Ogbechie and Nkemdilim Iheanachor*

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